



COMMUNITY ACTION

Bringing Hope Home

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JUL 01 2009

June 30, 2009

Department of Community Services and Development
Attention: Field Operations
P. O. Box 1947
Sacramento, CA 95812-1947

RE: 2010-2011 Community Services Block Grant
Community Action Plan

Enclosed are one (1) Original and one (1) Copy of the 2010-2011 Community Services Block Grant Community Action Plan from the Community Action Agency of San Mateo County, Inc.

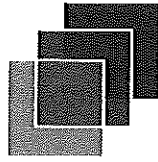
If you have any questions, please contact Mr. James Masters, Deputy Director of Planning and Programs at 650-595-1342 or jmasters@caasm.org.

Sincerely,

William F. Parker
Executive Director

/gk

Enclosures (2)



COMMUNITY ACTION

Bringing Hope Home

2010-2011 COMMUNITY ACTION PLAN

FOR THE

COMMUNITY SERVICES BLOCK GRANT PROGRAM

JUNE 2009

COMMUNITY SERVICES BLOCK GRANT
2010-2011 COMMUNITY ACTION PLAN
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**COMMUNITY SERVICES BLOCK GRANT
2010/2011 PROGRAM YEAR COMMUNITY ACTION PLAN
COVER PAGE**

TO: Department of Community Services and Development
Attention: Field Operations
P. O. Box 1947
Sacramento, CA 95812-1947

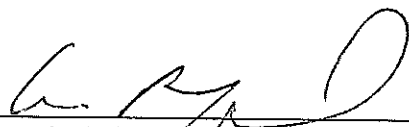
FROM: Agency: Community Action Agency of San Mateo County, Inc.
Address: 930 Brittan Avenue
City: San Carlos, CA 94070

Agency Contact Person Regarding Community Action Plan

Name: James I. Masters
Title: Deputy Director of Planning & Programs
Phone: 650-595-1342 ext. 36
FAX: 650-595-5376
E-mail address: jmasters@caasm.org

CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

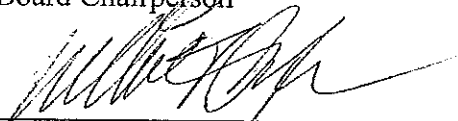
The undersigned hereby certify that this agency complies with the Assurances and Requirements of this 2010/2011 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization.



Board Chairperson

6/22/09

Date



Executive Director

6/24/09

Date

AGENCY VISION & MISSION STATEMENTS and STRATEGIC PLAN

The Vision Statement describes a desired future based on your agency's values. The vision is broader than what any one agency can achieve; the agency collaborates with others in pursuit of the vision.

Provide your agency's Vision Statement.

VISION STATEMENT:

By the year 2010 CAASM will be a major force in empowering the residents of San Mateo County to be self-sufficient.

The Mission Statement describes the agency's reason for existence and may state its role in reaching its vision.

Provide your agency's Mission Statement.

MISSION STATEMENT:

To improve the quality of life for low-income residents in the communities we serve.

STRATEGIC PLAN:

Does your Agency have a Strategic Plan? ☒ Yes ☐ No
If yes, please attach a copy.

See attached, Appendix #1, Community Action agency of San Mateo County, Inc. Strategic Plan.

Requirement 1
COMMUNITY INFORMATION PROFILE & NEEDS ASSESSMENT

State law requires each CSBG eligible entity to develop a Community Action Plan (CAP) that will assess poverty-related needs, available resources, and feasible goals and strategies to prioritize its services and activities to promote the goals of self-sufficiency among the low-income populations in its service area. (Government Code 12747(a))

Each CAP shall include the Community Information Profile and Needs Assessment as follows:

1. **Community Information Profile**: Describes the problems and causes of poverty in the agency's service area, based on objective, verifiable data and information. (Government Code 12754(a))

Attach or type your agency's Community Information Profile which must include a narrative description of:

- A. Agency's service area in terms of factors such as poverty, unemployment, educational attainment, health, nutrition, housing conditions, homelessness, crime rates, incidents of delinquency, the degree of participation by community members in the affairs of their communities and/or other similar factors deemed appropriate by the agency. Factors described in the Community Information Profile must be typical for baseline data and substantiated by corroboration gained through public forums, customer questionnaires, surveys of service providers, surveys of potential customers, statistical data, evaluation studies, key informants, anecdotal sources and/or other sources deemed reliable by the agency.

San Mateo County was established on April 19, 1856. San Mateo County is bordered on the east by the San Francisco Bay and on the west by the Pacific Ocean. It is located between San Francisco and Santa Clara Counties on the San Francisco Bay Peninsula and covers 531 square miles. There are 54 miles of spectacular coastline bluffs and beaches, with 75% of its land in agricultural use, watershed, open space, wetlands or parks.

San Mateo County is the third most ethnically diverse county in the United States (according to an Association of American Geographers Report). This is a major change from its historical image as a predominantly white, middle-to-upper class "bedroom community" for San Francisco.

The 2000 Census shows that the total population of San Mateo County is 712,690 and the number of households in the county is 254,103. There are 47,653 residents living below poverty in San Mateo County. These low-income people are residing in a county with one of the highest mean and median incomes in the State of California.

In March 2009, the mean household income in San Mateo County was \$106,647 and the median income in San Mateo County is \$96,800. With figures like this, it would appear that San Mateo County would have very few residents living at or below the Federal Poverty Income Guidelines. However, there are communities within the County having large pockets of people with incomes at or below the Federal Poverty Income Guidelines.

The majority of low-income residents of San Mateo County reside in the following cities: Redwood City; Daly City; Millbrae; East Palo Alto; South San Francisco; San Bruno; Menlo Park; Pacifica; and Burlingame; also pockets of low-income in Half Moon Bay and Pescadero.

There are other cities within this County where low-income people also live, but the majority is concentrated in the above cities. There are a small percentage of the 19 cities in this County that have no low-income population. The cities in this category have mean and median incomes in the \$255,700 range or higher.

Housing Cost Statistics:

March 30, 2009 San Mateo County Housing Indicators show the average sales price of a single-family dwelling was \$560,000 (down from \$925,000) and a condominium/townhouse is \$395,000 (down from \$505,000). The average rent for a one-bedroom unit is \$1,548 per month, while two-bedroom units average \$1,732.

Based on March 30, 2009 San Mateo County Housing Authority statistics, individuals on the Housing Authority's waiting list may wait for 3 years before receiving housing assistance and then will probably lose the assistance by not being able to locate affordable housing units. Individuals on waiting lists for other publicly assisted housing projects may wait anywhere from less than one year to more than five years.

Shelter cost is the largest expense, with some low-income household's monthly rental payment exceeding 90% of their monthly income.

2006 data show that 4,350 seniors (65 or older) live below the poverty level. Senior citizens are attempting to live on Social Security Benefits, Supplemental Security Income, pensions and/or disability income. Many seniors who own their own homes have had to rely on reverse mortgages or "shared home" tenants in order to pay for their basic needs.

Other low-income families are trying to survive with Temporary Assistance to Needy Families (TANF) (CAL WORKS) and General Relief for single persons. Many low-income residents have several part or full-time jobs with monthly gross incomes at or below the Federal Poverty Income Guidelines. In order for this segment of the County's population to stretch their net income dollars, they must rely on and participate in various human service programs that will enable them to provide for their basic needs, food, clothing, and shelter.

In April 2009, there were 199 new foreclosures in Daly City, 120 in South San Francisco, 115 in San Mateo, 109 in Redwood City, 92 in San Bruno, 60 in Pacifica, 25 in Menlo Park, 21 in

Belmont, 200 in Half Moon Bay, and 20 in Burlingame, for a total of 781 new foreclosures in San Mateo County for the month of April 2009.

Incidence of Hunger in San Mateo County:

In 2006, the Second Harvest Food Bank of Santa Clara and San Mateo Counties conducted a hunger survey, showing the following statistical information regarding the people who receive food services:

- 60% families with children**
- 42% are children under 18 years old**
- 85% of households utilize a school breakfast or lunch program**
- 30% are seniors (over the age of 65)**
- 73% are U.S. Citizens**
- 72% are uncertain where their next meal is coming from**
- 57% have incomes below \$15,000**
- 57% of households have one or more adults currently working**
- 80% are renters (42% have to choose between paying rent or buying food)**
- 29% had to choose between paying for food or medical care**
- 10% are homeless**
- 11% receive Food Stamps**
- 25% have some college education**

The 2006 Food Bank Annual Report indicates an average of 176,000 people receives food assistance monthly from the Food Bank. This is an 8% increase over the last year; 67% of those served were low-income families with children and 12% were seniors.

The Brown Bag program provides weekly food assistance to low-income seniors. An average of 13, 199 seniors each week (representing 8,200 households) benefit from this program. The average monthly income for a senior household is \$1,009.

The 2006 survey show that over 328 agencies, providing food assistance, are reporting a large increase in the number of people being served by their food programs.

Incidence of Homelessness in San Mateo County:

The following is a summary of data from the San Mateo County Homeless Census and Survey, which was conducted from January 29 to February 13, 2009.

1. Number of Homeless People:

The 2009 point-in-time homeless census determined that there were 1,796 homeless people in San Mateo County on the night of January 29, 2009 comprised of:

- a. 803 unsheltered homeless people (in emergency shelters, transitional housing, motel voucher programs, residential treatment, jails, and hospitals), and**
- b. 803 sheltered homeless people (in emergency shelters, transitional housing, motel voucher programs, residential treatment, jails, and hospitals).**

Using an annualization formula developed by the Corporation for Supportive Housing, there are an estimated 2,712 homeless people in San Mateo County on an annual basis.

2. Number of Homeless Households:

The 1,796 homeless people counted comprised 1,482 households as follows:

- a. 1,350 households without dependent children (91%); and
- b. 132 "family" households, i.e., with dependent children (9%).

Energy Crisis in San Mateo County:

On average CAASM distributes 10,000 applications for energy bill payment assistance annually based on requests. In 2008 CAASM received over 7,500 application requests in just three months. San Mateo County residents' energy bills have continued to increase. Many low-income households have monthly energy bills that exceed their monthly income. Low-income energy customers feel that the energy company is not sensitive to their needs. HEAP customers say that it is much more difficult to make payment arrangements and to prevent service termination than it used to be.

Due to the high cost of energy and the limited supply of energy resources, San Mateo County low-income residents continue to be unable to pay their energy costs without help from other resources. CAASM continues to be the major provider of energy bill payment assistance in San Mateo County and works closely with the service provider network in accepting referrals for energy assistance.

Farm Workers

Along the coast side of San Mateo County there are agricultural farms utilizing farm workers as their labor force. There are over 4,100 farm workers residing in San Mateo County. The total number of persons living in farm worker households totals over 7,300. This population resides in substandard housing in the rural section of San Mateo County and does not have easy access to services and resources. Many of them are non-English speaking and have a genuine fear of governmentally funded agencies.

CAASM partners with Puente de la Costa Sur, an organization serving Farm Workers in the village of Pescadero and on the South Coast of San Mateo County, and staff from Pescadero High School to provide services to farm workers and their families.

Child Care

The San Mateo County Child Care Needs Assessment identified 154,099 children from birth to 13 years of age. Of this number 102,577 need childcare, 30,076 are eligible for subsidized childcare. There are 26,000 full and part time child care spaces in centers and licensed family childcare homes. San Mateo County has a supply of only 4,940 subsidized childcare spaces for all 40,076 of the county's low-income children. The result is that only about 12% of the low-

income child population is currently receiving subsidized childcare – 8% of infants, 33% of pre-school age children, and 7% of school-age children.

Employment - Education

CAASM maintains a seat on the San Mateo County Workforce Investment Board and has staff stationed onsite at PeninsulaWorks One Stop Offices. CAASM participates in the San Mateo County College work fairs and the PeninsulaWorks job fairs. CAASM is involved in a partnership to provide at risk youth with hands-on after school vocational training and youth development to prevent them from dropping out of school.

The CAASM is working with the Green Job Corps, the Conservation Corps, JobTrain, and four solar PV companies and other organizations to create career pathways for youth and adults into “Green Jobs”. These jobs may be in energy conservation, housing preservation or home improvements, and installation of solar photovoltaic electric systems on people homes. The knowledge and skills needed for the weatherization program are being identified and articulated with the knowledge and skills needed in other types of Green Jobs.

- B. Community resources and services, other than CSBG, which are available in the agency’s service area to ameliorate the causes of poverty and the extent to which your agency has established linkages with those service providers.**

Community Resources and Services

The Core Service Agency Network of San Mateo County is made up of seven core service agencies strategically located in the county to provide services to low income people in their areas. (Daly City Community Services, North Peninsula Neighborhood Services, Samaritan House, Fair Oaks Community Center, Coastside Hope, Family Support Center of Mid-Peninsula, Pacifica Resource Center, El Concilio Emergency Services Partnership).

In addition to these centers, CAASM partners with the Salvation Army, St. Vincent de Paul Society, CALL Primrose and Center for the Independence of the Disabled in providing services to low-income people in San Mateo County. In total, there are over 328 agencies dedicated to providing services to the low-income population. CAASM works very closely with all of the service providers in San Mateo County to ensure that low-income residents in San Mateo County receive the services they need.

Since 1995, CAASM has partnered with the San Mateo County Health Department’s Childhood Lead Poisoning Prevention Program to provide lead hazard prevention and healthy homes awareness workshops to low-income families with young children. CAASM is a member of the Asthma Coalition, working with the health department and other service providers to address the concerns of air quality and respiratory health.

CAASM participates in an ongoing partnership with the San Mateo County Department of Housing and the local housing departments to leverage funding for our housing and energy programs with their Community Development Block Grant funds.

CAASM has a long history of being the lead agency in numerous partnerships and will continue to remain active with these partnerships and expand partnership opportunities in all areas of need for low-income people in San Mateo County.

In order to remain updated and current on existing services as well as needs for the low-income population of San Mateo County, CAASM participates in a variety of Information and Referral meetings, community forums and service provider events that are held regularly throughout San Mateo County.

- C. Your agency's plan for periodically reviewing and revising the Community Information Profile. In particular, describe how your agency ensures that the most current data and relevant factors are included.

CAASM receives numerous customer evaluations of our services which are used to maintain quality programs and to make program changes when necessary. CAASM participates in numerous county-wide needs assessments (housing, food, health, employment, education) and updates information in the agency's profile as needed. CAASM staff meets weekly to review existing programs and to discuss new trends to be able to keep our Community Information Profile current and accurate.

2. **Needs Assessment:** Describes local poverty-related needs, with further identification and prioritization of the eligible activities to be funded by CSBG. It also serves as the basis for the agency's goals, problem statement(s) and program delivery strategy(s).

Attach or type your agency's Needs Assessment. The Needs Assessment should analyze the demographic and economic conditions and other poverty-related factors identified in your Community Information Profile.

- A. Assessment of existing resources providing the minimum services listed in Government Code section 12745(f). These services shall include, but shall not be limited to, all of the following:
- i. A service to help the poor complete the various required application forms, and when necessary and possible, to help them gather verification of the contents of completed applications.
 - ii. A service to explain program requirements and client responsibilities in programs serving the poor.
 - iii. A service to provide transportation, when necessary and possible.
 - iv. A service which does all things necessary to make the programs accessible to the poor, so that they may become self-sufficient.

- B. Specific information about how much and how effective assistance is being provided to deal with the problems and causes of poverty. (Government Code 12754(a))
- C. Establishment of priorities among projects, activities and areas for the best and most efficient use of CSBG resources. (Government Code 12754(a))
- D. The process your agency utilizes to collect the most applicable information to be included as part of the needs assessment. In particular, describe how your agency ensures that the needs assessment reflects the current priorities of the low-income population in your service area, beyond the legal requirement for a local public hearing of the community action plan.
- E. Your agency's plan for periodically reviewing and revising the needs assessment.

Needs and Resources

Throughout each program year, Community Action Agency of San Mateo County, Inc. staff attends on-going community forums, workshops and meetings with other human service providers to discuss issues concerning providing services to low-income people. During these discussions, we are able to determine the level of services being provided, gaps in services and what should be done to improve services to San Mateo County's low-income population. Countywide information and referral meetings are held monthly to insure that appropriate referrals are made. Agencies also meet and speak one-to-one to keep updated on current services and procedures.

Information is gathered by agency staff from ongoing needs assessments being completed in the county by other entities. CAASM participates in numerous county-wide needs assessments (housing, food, health, employment, education) and updates information in the agency's profile as needed.

The information included in this local plan is a combination of testimony gathered from the community forums, low-income population, low-income service providers and past experience of the CAASM in effectively managing and operating programs and activities targeted to the poor. CAASM staff's in-depth knowledge and experience, in continuing to serve the County's low-income population, provided valuable and meaningful input in identifying and fine-tuning the needs gathered from the community forums, low-income population and service providers.

There remains a need for a viable and relevant family self-sufficiency program with a case management approach to providing services. A family self-sufficiency program is needed for use in providing a full range of services to low-income people so that they are able to begin the process of becoming self-sufficient.

The needs identified in the 2008-2009 community forums are more specific to housing, energy costs, health, food and nutrition, transportation and income issues, but have not changed much from prior year's forums. The extremely high and continuously increasing cost for gasoline has become a serious concern for the nation, but specifically for the low-income population of San Mateo County.

Food issues always arise at the community forums and CAASM receives many requests for food assistance each year. In fact, over the past several years there has been an increasing demand for food assistance from service providers throughout San Mateo County.

There are an abundance of emergency food pantries and feeding kitchens throughout the County who already address food concerns. These agencies, along with CAASM, receive a large amount of food from the Second Harvest Food Bank of San Mateo County, in addition to foods received from countywide food drives and various donations.

CAASM has always maintained a program to provide emergency food boxes throughout each year and Holiday food boxes at Thanksgiving and Christmas to eligible applicants who are being assisted through our other CAASM programs. The Holiday food box program expanded to include Easter through a partnership with St. Raymond's School in Menlo Park. CAASM plans to continue providing food boxes on a regular basis.

In 2005 CAASM developed a partnership with St. Raymond's School in Menlo Park, a private school where the children are from affluent families in San Mateo County. Through this partnership several classes of students provide holiday food boxes at Easter, Thanksgiving and Christmas. These students have also provided a holiday adopt-a-family program for Christmas. The benefits of this partnership are twofold as the excitement of the children preparing the food boxes and gifts is as exuberant as the children receiving the food and gifts. It is also used as an educational exercise for the students as they must menu plan, shop for food, purchase items, decorate and prepare the food boxes and deliver the food boxes and gifts to the recipients. The distribution occurs at the CAASM office where the students and families enjoy refreshments and socialize together.

CAASM also provides liquid nutritional supplements for people who cannot digest whole foods. This program requires the recipient to have written doctor's certification showing the necessity for this product. In 2008 the number of requests for liquid food supplements tripled, showing an increase in the number of people requiring alternative nutritional services. CAASM has the ability to provide special dietary food boxes for people with medical needs.

Community Forums

CAASM gathers information for its needs assessment continuously throughout each year, in order to stay informed of changes and concerns, and to be able to incorporate these comments and ideas into our annual planning process. During the past year CAASM staff has participated in numerous monthly, bi-monthly, semi-annual, annual meetings held throughout San Mateo County. In addition, there are occasional meetings and forums held throughout the county that are hosted by a variety of agencies, including CAASM.

CAASM is using information gathered at the following Community Forums for inclusion in the 2010-2011 Community Action Plan (CAP). CAASM hosted four community forums throughout the County in Half Moon Bay, South San Francisco, San Mateo and East Palo Alto in May 2009:

5-12-09, 5/13/09, 5/14/09, 5/21/09 (35 participants)

The topics of discussion were: Disconnect information with various agencies and cities; living in trailer or mobile home; mold in homes of undocumented families – afraid of eviction if reported; rent control – raise rent but not improvements; people living in garage area – not up to code; diapers for babies and adults; single adults out of jobs-can stimulus help them; language barriers so can't access help, neighbors call city for help; elder abuse; CDBG funding going down, need partners to help fund program; food assistance to seniors living alone to keep check on them; at-risk youth, identify where they are; Safe Harbor Shelter for homeless; foster care youth transfer program for emancipated youth, teach them to find jobs, retain jobs, learn life skills; bio tech companies hiring workers for clean room labs; food assistance for Coastsides area residents; medical clinic in Coastsides closed recently; transportation for seniors for doctor appointments; day care services needed for low-income families; Japanese seniors who have no family members need assistance with Japanese-speaking caregivers; adult day care for monolingual seniors; various ethnic food assistance for seniors who are used to eating traditional food, special diets; seniors who suffered strokes are being taken care of by family members, not able to communicate with parents who revert back to their original language instead of speaking English; green jobs; financial literacy advisor-type program; unemployed wishing to open up child day care centers, obstacles to licensing and facility; need for rental assistance, utility assistance and food delivery; baby formulas; funding to open up food pantries for hard to reach neighborhoods.

San Carlos Youth Center Town Hall Meeting

3/30/09 (500 participants)

The topics of discussion were: At risk youth, programs for youth, afterschool programs, homeless youth, drug use by young children and youth, school violence, gangs coming in to neighborhoods.

North County Provider's Meetings

9/5/08, 11/7/08, 2/6/09, 3/6/09, 4/3/09, 5/1/09 (210 participants)

The topics of discussion were: at risk youth, housing concerns, food and nutrition issues, safety net services, health insurance, youth services, high cost of living in San Mateo County, senior and disabled services, affordable housing, transportation.

Redwood City Human Serviced Agencies Meetings

1/23/08, 7/23/08, 18/28/08. 1/28/09, 4/20/09 (148 participants)

The topics of discussion were: fair housing, affordable housing, housing concerns youth services, youth at risk, senior programs, food and nutrition.

THRIVE-Alliance of Nonprofits in San Mateo County

Quarterly meetings beginning in January 2009 (423 participants)

The topics of discussion were: agency sustainability, employment, San Mateo County high cost of living, homelessness issues, unaffordable housing, inadequate housing units, child care and services for youth, alcohol and drug services and senior disabled services.

Senior Information & Referral Forums

10/8/08, 2/11/09, 3/11/09, 4/8/09 (220 participants)

The topics of discussion were: lifeline programs, skilled nursing, continuum of care for seniors, health insurance, quality of life.

Asthma Coalition

7/15/08, 10/20/08, 1/20/09, 4/21/09 (101 participants)

The topics of discussion were: managing asthma, outreaching to schools, healthy homes identification, increase in asthma cases in young children, air quality in the county, indoor air quality, asthma indicators, asthma and child care, respiratory health concerns, asthma outreach, awareness and education, health care issues, landlord education.

Disaster Preparedness Forum

5/22/09, 6/25/09 (107 participants)

The topics discussed were: outreaching to low-income community, communication plans, hard to reach populations, transportation concerns, health care and medications, preparing emergency plans, food and nutrition, senior and disabled services, youth services, agency's ability to operate during disasters, providing services outside scope of programs, partnerships and collaborations to provide diverse services, emergency energy services.

The CAASM conducted half-day of disaster preparedness training and half- day of emergency First Aid training for all available CAASM staff on May22, 2009. CAASM staff attended an all-day Third Annual Disaster Resilient Forum on June 25, 2009.

San Francisco Bay Area Forums

CAASM is the lead agency for the Bay Area Poverty Resource Council (BAPRC), serving ten San Francisco Bay Area Counties. Our Executive Director is the President of BAPRC. BAPRC is a collaboration of community action agencies and energy providers, private and public. BAPRC has received funding from the Federal Government for welfare reform and development of a regional communication system to allow this collaboration to help individual community action agencies become a part of the regional plan to provide services. BAPRC has received CSBG discretionary funding to provide training and technical assistance to member agencies. This association meets on a regular basis to review and discuss CSD programs and contracts, regional issues, local agency needs and numerous issues concerning low income people.

Statewide Forums

CAASM is a member of the Association of California Community and Energy Services (ACCES). Executive Staff attend ACCES meetings regularly. Executive Staff participate on the LIHEAP Service Providers Committee and the CSBG Advisory Committee. Executive Staff attend California Public Utility low-income workshops and hearings and CSD's Energy Council Meetings. The Executive Director attends the Low-Income Oversight Board meetings. CAASM's participation in these and other statewide forums allows us to remain in the forefront of issues concerning our low-income population.

The purpose of the community forums is to collect information from low-income people, senior citizens, disabled persons and low income service providers on the type of services, programs and activities needed to assist the low-income population of San Mateo County.

The purpose of regional and statewide forums is to advocate for low-income services, collect data from low-income service providers and keep current knowledge on low-income services for availability, success or modification.

The information collected is analyzed and presented to the Board, through the Planning/Programs Safety Oversight Committee, for its review and development of problem statements. Upon approval by the Board, information collected from the public forums is used to develop the work plan for the Community Action Plan. The Community Action Plan is reviewed by the Board, shared with the community and is presented at the June Public Hearing for final comment. After the Public Hearing comments are addressed, the Board approves the Community Action Plan for submittal to CSD.

Identified Needs and Problems within the Community

CAASM being more visible
High cost of gasoline
High cost of everything in Bay Area
Programs for youth
Insufficient income
Inadequate housing units
Affordable housing

Hunger – food

Homeless youth

Foster child – advocate

Foster care youth transition

After school programs for youth

Food needs

Farm worker safety net services

Transportation services

Expanded nutritional and special dietary needs

Japanese seniors special needs for care giver assistance and Japanese food request

Childcare needs

Health insurance coverage

Health clinic closing

Transitional and supportive housing

Lead paint in housing

Childhood lead poisoning

Drug use by young children and youth

School violence

Gangs coming in to neighborhoods

Resources Available in the Community to Meet Identified Needs

CAASM has incorporated into this local plan those identified needs that are most suitable for CAASM programs and/or activities.

Participants at the community forums provided agency staff with testimony regarding some needs that are not identified in the work program. The reason they are not identified in the work program is other social service agencies, community-based and faith-based organizations, Health Department programs, Housing Department programs, the Human Service (Welfare) Agency, and local utility companies are providing the services identified. San Mateo County also has numerous service providers that specialize in specific areas of need and provide those related services.

CAASM provides services to San Mateo County residents in completing the application process for CAASM programs and any other services upon request. CAASM provides verbal and written explanation for program requirements and responsibilities. CAASM provides off-site intake and eligibility appointments and home visits to complete application process if necessary.

CAASM and most of the other service providers assist low-income participants in understanding program requirements, completing necessary program applications and in obtaining necessary documentation as backup for eligibility. Many service providers provide bus vouchers to assist with transportation needs. CAASM will refer requests for transportation to agencies that provides transportation services.

CAASM staff performs home visit appointments for those who are home bound and unable to get to the CAASM office. CAASM staff is located at the PeninsulaWorks One Stop in the northern part of San Mateo County to provide intake assistance so that people living in that

area do not have to travel all the way to the office to receive service. CAASM staff is able to provide intake assistance in senior centers and at senior/disabled housing sites.

CAASM HEAP applications are available on CAASM's website and can be obtained through most of the other service providers. The HEAP program applications are available by mail and may be returned by mail, so that customers do not have to travel to receive assistance.

CAASM provides copies of our annual Community Action Plan to other human service agencies to allow them the opportunity to review and comment on those needs that pertain to their constituents.

Programs and services to be addressed in the CSD 801, CSBG NPI Program Report

1. Emergency assistance and safety net services
2. Housing rehabilitation and repair
3. Weatherization and energy services
4. Appliance safety testing, repair and replacement
5. Healthy Homes awareness services
6. Asthma outreach, awareness and education services
7. Migrant and seasonal farm worker services
8. Information and referral services
9. Mobilization of resources through partnerships and collaborations
10. Energy crisis services – energy bill payment, gas and electric base load measure replacements
11. Employment information and referral
12. Service provider network coordination
13. Food and nutrition services
14. Emergency and disaster preparedness
15. Volunteer assistance
16. Regional and statewide committee participation
17. Family self-sufficiency case management coordination
18. Programs and services currently being provided by CAASM are: LIHEAP, DOE, HEAP, ECIP, HCS, Emergency Food, Housing Preservation Program, Healthy Homes Awareness Workshops
19. Foster Care Youth*
20. Expanded food program**

*Foster Care Youth reaching 18 years of age. Foster youth who are “aging out” of the foster care system typically (a) are not high school graduates, (b) have no pre-employment training, (c) do not have life skills about how to wash dishes, wash clothes, or obtain and maintain a household, (d) and within 2 years more than 50% of them are in jail or homeless. This is an example of a failure of social policy. The CAASM is working with the San Mateo County Human Services Agency and several other agencies to create an array of services that meet these challenges. A portion of our ARRA funds will be used for this need.

****Expanded food assistance.** The CAASM current provides special types of food to homebound cancer patients who cannot tolerate a regular diet. CAASM plans to expand food programs to accommodate special dietary needs.

The Community Action Agency of San Mateo County Inc.'s goals for addressing identified needs are listed in CSD 801, CSBG/NPI Program Report section of this Community Action Plan.

Strategies selected by the CAASM Board of Directors are as follows

- a. Advocate for low income residents of San Mateo County when issues are presented that may have an adverse effect on them.
- b. Develop programs to assist low income households in achieving self sufficiency.
- c. Seek funding from private sources, local, state and federal government.
- d. Work with the PeninsulaWorks System to develop awareness of employment opportunities for low-income people who need job training and employment.
- e. Advocate on behalf of unemployed and underemployed residents.
- f. Establish linkage and coordination activities with the city governments, county government, human service agencies and foundations.
- g. Participate in a county-wide social service network system, through the network of service providers, to make people aware of available services and how to access available services.
- h. Sensitize CAASM client population to the need for life skills due to decrease in social service funding, services and resources.
- i. Develop collaborations and partnerships to secure funding.
- j. Utilize funds to support innovative community and neighborhood based initiatives, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting.
- k. Develop partnerships and collaborations to address energy issues.
- l. Develop partnerships and collaborations to address health issues, programs for youth, prevention programs, and other identified needed services.
- m. Partnership with Puente de la Costa Sur and Pescadero High School to provide services to Farm Worker households.
- n. Participate on regional and statewide committees to advocate for and enhance programs and services for low-income people.

The above strategies are not all inclusive. Additional strategies will have to be developed as new programs and activities are developed.

Requirement 2

2010/2011 STATEWIDE PRIORITY/STRATEGY STATEMENT
Government Code Section 12745(e)

Does your Agency accept the Family Self-Sufficiency Statewide Priority? ☒ Yes ☐ No

1. What is your agency's definition of Family Self-Sufficiency?

The Community Action Agency of San Mateo County, Inc. (CAASM) accepts the California State Department of Community Services and Development's (CSD's) Statewide Priority and Strategies, Family Self-Sufficiency, in the local planning process, as required by Government Code Section 12745(e). CAASM defines family self-sufficiency as the household is able to meet basic needs without public assistance.

2. Attach or type a narrative description of the strategies utilized to support and achieve the Family Self-Sufficiency priority.

For many years, CAASM has incorporated the Family Self-Sufficiency approach by taking the full family into consideration when providing services. Services are provided to accommodate and benefit the entire family and not just to an individual member of the family.

CAASM uses a centralized intake process. When a family initially enters the agency for assistance a needs assessment is performed. The family receives whatever CAASM services they are eligible for and need at one time, and then referred out to services CAASM does not provide. CAASM is part of a county-wide case management system, whereby each agency provides the necessary services through their programs, with referral throughout the entire system for whatever services are required to complete the case management process.

CAASM's primary objectives have always been to understand and effectively address the ever-evolving problem of poverty in this county. The agency seeks to promote self-sufficiency among the county's poor, helping them to become less dependent on costly government programs. CAASM will continue to meet with the Workforce Investment Board, Temporary Assistance to Needy Families, and California State Employment and Development Department to meet the short-term and long-term economic and employment needs of individuals, families and communities.

Throughout its existence, CAASM has adapted its services to the changing nature of the adversities and of the accompanying human needs commonly associated with poverty. CAASM subscribes to and supports the philosophy of Family Self-Sufficiency as indicated in the Statewide Priority.

Information collected from the on-going public forums indicates there is a need for viable and comprehensive Family Self-Sufficiency Programs in San Mateo County.

3. If your agency rejects the statewide priority, state the reason(s) for your agency's rejection.

CAASM accepts the statewide priority.

Requirement 3

FEDERAL ASSURANCES

COATES Human Services Reauthorization Act of 1998: Public Law 105-285

To the left of Federal Assurances 676(b)(1)(A-C) please indicate what activities your agency administers by placing a check in the box provided. In addition, attach or type a narrative description for the agency activities, as applicable, in accordance with the Federal Assurances 676(b)(1)(A) and 676(b)(1)(B).

1. Section 676(b)(1)(A):

To support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals—

X

- i. remove obstacles and solve problems that block the achievement of self-sufficiency, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

Partnership with service provider network to provide resources to remove obstacles and solve problems. Assist with payment of energy bills, emergency food boxes, special food needs, emergency services, information and referral.

X

- ii. secure and retain meaningful employment;

Partnership with workforce Investment Board, PeninsulaWorks, JobTrain, Regional Occupation Program (ROP), Family Service Agency, community colleges and Center for Employment Training to provide employment information, training and job opportunities.

X

- iii. attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

Partnership with PeninsulaWorks, Center for Employment Training, community colleges, ROP, JobTrain, and adult education programs to provide needed services for low-income residents.

X

- iv. make better use of available income;

Provide budget management, counseling, assist with energy bill payments, emergency food boxes, weatherization and housing repairs to lessen energy costs.

- X v. obtain and maintain adequate housing and a suitable living environment;
Provide weatherization, housing rehabilitation, lead hazard prevention and healthy homes awareness to improve living environment.

- X vi. obtain emergency assistance through loans, grants or other means to meet immediate and urgent family and individual needs; and
Provide emergency assistance with food, energy bills, information and referral. Refer to San Mateo County's Core Service providers, St. Vincent de Paul Society, Salvation Army, CALL Primrose, United Way for additional emergency assistance.

- X vii. achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;
Participate in county-wide Peninsula Partnerships to improve relationships with local law enforcement agencies.

- X I. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and;

- X II. remove obstacles and solve problems that block the achievement of self-sufficiency, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

2. Section 676(b)(1)(B):

To address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as—

- X (i) programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and
- X (ii) after-school childcare programs.

**Participate with county-wide Peninsula Partnerships addressing youth issues. Partnership with San Mateo County's First5 Program.
Coordinate services with core service providers.**

3. Section 676(b)(1)(C):

- X To make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts).

Attach or type a narrative description of the agency activities for each of the Assurances listed below:

- 1. Section 676(b)(4):** Will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

The Community Action Agency of San Mateo County, Inc. provides emergency food boxes through the agency's food closet. Liquid food supplements are provided with doctor's certification of need. Food is received by the agency from the Second Harvest Food Bank and donated foods. Special dietary foods are purchased, when necessary. Holiday food boxes are provided.

- 2. Section** Entities will coordinate and establish linkages between

676(b)(5): governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services and a description of how the State and eligible entities will coordinate the provision of employment and training activities, as defined in section 101 of such Act, in the State and in communities with entities providing activities through statewide and local workforce investment system under the Workforce Investment Act of 1998.

In San Mateo County, the Community Action Agency of San Mateo County, Inc. and the San Mateo County PeninsulaWorks Partners coordinate plans and activities in an effort to avoid duplication of services or gaps in service. CAASM partners with Center of Employment Training in San Jose to provide educational and employment training to Farm Workers in San Mateo County.

In addition to PeninsulaWorks, the Community Action Agency of San Mateo County, Inc. coordinates its plans and activities with Sacred Heart Community Services in Santa Clara County and with Economic Opportunity Council (EOC) of San Francisco County. To better coordinate plans and activities, these three agencies formed the Bay Area Poverty Resource Council (BAPRC). Currently, the Council's membership consists of the following agencies: Community Action Agency of San Mateo County, Inc; Economic Opportunity Council of San Francisco; City of Oakland, Department of Aging, Health and Human Services; Associated Community Action Program; City of Berkeley Community Action Agency/Housing Department; Spectrum Community Services, Inc.; Center for Community Futures; Contra Costa County Community Services Department; Community Action Board of Santa Cruz County; Central Coast Energy Services and La Cooperativa Campesina de California. The Bay Area Poverty Resource Council meets on a regular basis and is currently participating in Workforce Investment, LIHEAP Providers Forum meetings, CSBG Advisory Council, California Public Utilities Commission (CPUC) meetings, CPUC Working Group workshops and meetings, and has worked together on the development and submittal of several proposals for increased funding for the San Francisco Bay Area Community Action Agencies.

- 3. Section** Will ensure coordination between antipoverty programs in each
676(b)(6): community in the State, and ensure, where appropriate, that the emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.

The Community Action Agency of San Mateo County, Inc. coordinates all

of its programs (CSBG, LIHEAP, DOE , ECIP, HEAP, DOA Housing Preservation Program, Healthy Homes) with other social service programs, faith based groups and community-based organizations in San Mateo County. This coordination is continuously provided throughout each program year.

The coordination of activities includes attendance at county wide monthly service provider meetings, participation in partnerships and collaborations, regional planning groups and phone conversations to exchange ideas and provide information and referrals.

CAASM works very closely with the county wide service provider network in assisting low-income households with the needed services.

- 4. Section 676(b)(9):** Entities will to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.

The Community Action Agency of San Mateo County, Inc. (CAASM) is an active participant in partnerships with other organizations serving low-income residents such as religious groups, community-based organizations, and charitable organizations to ensure low-income residents of San Mateo County receive quality, holistic services to address their needs.

- 5. Section 676(b)(10):** Each eligible entity to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.

The Community Action Agency of San Mateo County, Inc. (CAASM) has a process developed by the Board to ensure low-income individuals and organizations are included in Board membership. The process allows for petitioning by anyone interested.

- 6. Section 676(b)(12):** All eligible entities will not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System (ROMA), or another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and a description of outcome measures to

be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.

Since January 1, 1998, the Community Action Agency of San Mateo County, Inc. (CAASM) has implemented fiscal and programmatic procedures in compliance with the Results Oriented Management and Accountability System (ROMA).

- 7. Section 678D(a)(1)(B):** Ensure that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds under this subtitle.
- CAASM's accounting system is taken into account the requirements of all OMB Circulars as applicable to the agency.
- 8. Section 676(b)(3)(A):** Provide a description of the service delivery system, for services provided or coordinated with funds made available through grants under section 675C(a), targeted to low-income individuals and families in communities within the State.
- When a potential applicant calls to request CAASM services, a pre-screen form is completed to assess their need and determine program eligibility prior to scheduling an intake appointment. Budget counseling is provided during these conversations as well as during intake appointments.
- 9. Section 676(b)(3)(B):** Provide a description of how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.
- CAASM staff has frequent contact with the local utility company to coordinate program services and to advocate for our applicants. CAASM staff attends utility company meetings, workshops and CPUC meetings to remain aware of current utility program information.
- CAASM provides outreach for all of our programs through participation in county-wide information and referral meetings, providing agency presentations, daily networking with service provider agencies, partnering with the county health departments and human service departments and by distributing materials to over 10,000 households through our database.
- CAASM vehicles have agency information printed on them as a way of outreaching while driving throughout the county. CAASM program information has internet linkage through the PeninsulaWorks (Workforce Investment) website. CAASM has an internet website which describes agency programs and allows access to the Energy Intake Form for program applications.

CAASM has a priority to households with young children, seniors, disabled and farm workers and regularly coordinates with agencies that target these vulnerable populations.

**10. Section
676(b)(3)(
C):**

Provide a description of how funds made available through grants under section 675C(a) will be coordinated with other public and private resources.

CAASM staff has frequent contact with the local utility company to coordinate program services and to advocate for our applicants. CAASM staff attends utility company meetings, workshops and CPUC meetings to remain aware of current utility program information.

CAASM participates in the county-wide network of service providers and attends regularly scheduled information and referral workshops throughout the county to remain informed on current issues, services and programs and to be able to provide appropriate referrals.

CAASM partnerships with the County of San Mateo Health and Housing Departments to coordinate our various housing and energy programs.

**11. Section
676(b)(3)(
D):**

Provide a description of how the local entity will use the funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting.

CAASM participates in the Peninsula Partnerships addressing fatherhood issues and attends the local Fatherhood Initiative meetings and events. CAASM partnerships with the County of San Mateo Head Start and Early Head Start programs to provide services to parents and families in helping them to learn parenting skills and strengthening their ability to make healthy and safe living environments for their families.

Requirement 4
STATE ASSURANCES
California Government Code

Attach or type a narrative description of the Assurances listed below:

- 1. Section 12730(h):** Eligible beneficiaries are the following: (1) all individuals living in households whose income is at or below official poverty income guidelines as defined by the United States Office of Management and Budget; (2) All individuals eligible to receive Temporary Assistance to Needy Families or Federal Supplemental Security Income benefits, and (3) Residents of a target area or members of a target group having a measurably high incidence of poverty and which is the specific focus of a project financed under this chapter.
- CAASM uses a numerical case file system which includes copies of all required income verification documents in each file. The agency is audited annually to ensure that we adhere to the regulations for eligible beneficiaries. On-going program and contract monitoring by state and federal funding sources occurs regularly throughout each program year.
- 2. Section 12747(a):** Community action plans shall provide for the contingency of reduced federal funding. Provide your agency's contingency plan for reduced federal funding. Also, include a description of how your agency will be impacted in the event of reduced CSBG funding.
- In the event of reduced Federal funding, the Community Action Agency of San Mateo County, Inc. (CAASM) has developed a corporate core structure which has both the capability of providing support to CAASM programs and the salability to other similar agencies. This corporate core can, upon reduction of Federal and State funds, become the basic agency budget funding, allowing the agency to continue to operate as an entity until additional funding sources can be located and funding secured.
- Even though the agency's existing personnel policies and procedures describes a means for reducing the scale of the agency's operations without destroying its capabilities, the agency will continue to seek ways to develop new programs and activities which will provide additional resources. CAASM programs are designed so they can grow or shrink as resources increase or decrease. CAASM uses a centralized intake format and staff are cross trained on all programs which allows for minimal disruption due to funding reductions.
- During program years 2010-2011, major efforts will continue to include local, public and private resources in the agency's funding base. CAASM will

develop and submit new and innovative proposals to funding sources and will develop on going fundraising capabilities.

**3. Section
12760:**

Community Action Agencies funded under this article shall coordinate their plans and activities with other eligible entities funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) which serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all grantees and the populations they serve.

Community Action Agency of San Mateo County, Inc. (CAASM) is part of the county wide case management system that provides services to low-income persons residing in San Mateo County. This system is devised to ensure that funds are not used to duplicate services. This system allows for individual program discretion, whereby each agency provides the necessary services through their programs, with referral throughout the entire system for whatever services are required to complete the service needs of the recipient.

Requirement 5

DOCUMENTATION OF PUBLIC HEARINGS

Government Code Section 12747(d)

Agencies holding public hearings pursuant to this Article shall identify all testimony presented by the poor, and shall determine whether the concerns expressed by that testimony have been addressed in the Community Action Plan (CAP). If the agency determines that any of the concerns have not been included in the CAP, it shall specify in its response to the CAP information about those concerns and comment as to their validity.

This section shall include the following:

1. Attach or type a narrative description of your agency's public hearing process. Agencies should describe the methods used to invite the local community to the public hearings. Note: Public hearing(s) shall not be held outside of service area(s).

The public hearings held by the CAASM were run in a conversational tone, with CAASM Board member and staff doing a brief presentation of CAASM programs and services, then having a conversation with other present about what CAASM was doing, about other needs in the community, and about what other organization were doing. The focus was on how the CAASM might respond to the needs itself, or how it might collaborate with other organizations to address the needs being discussed.

2. One copy of each public notice(s), published in the media to advertise the public hearing.

See attached proof of publication (page 32), public hearing notice (page 33), letters to community leaders and colleagues (page 34-35).

CAASM held four public forums throughout the County in Half Moon Bay, South San Francisco, San Mateo and East Palo Alto. Please refer to page 11 and 12 and page 36.

3. Attach or type a summary of all testimony received using the format below:

Name	Sector (low-income, private, public)	Testimony or concerns	Was the concern addressed in the CAP?	If so, indicate the page #	If not, indicate the reason
N/A	N/A	No testimony or concerns raised	N/A	N/A	N/A

4. Attach or type a narrative description of other methods the agency used to gather information on the needs of the community (i.e. surveys, public forums, etc).

No comments or testimonies received at the public hearing held by the Community Action Agency of San Mateo County, Inc. (CAASM) on June 18, 2009.

See attached, Community Action Agency of San Mateo County, Inc. Public Hearing Minutes.

COMMUNITY ACTION AGENCY
OF
SAN MATEO COUNTY, INC.

REQUIREMENT 5

DOCUMENTATION OF PUBLIC HEARINGS

Community Action Agency of San Mateo County, Inc.
930 Brittan Avenue
San Carlos, CA 94070

June 18, 2009

PUBLIC HEARING MINUTES

On the 2010-2011 Community Services Block Grant
Community Action Plan

Agenda Item	Discussion
Call to Order	The Regular Meeting of the Community Action Agency of San Mateo County, Inc. was called to order by President William Bradford, at 6:22 PM, Thursday, June 18, 2009, at the Community Action Office, 930 Brittan Avenue, San Carlos, CA 94070.
Present:	William Bradford, William Breite, Gil Bustichi, Ruth Cardoni, Phil Lerner, Javier Rivera, Stephen Schapp. Guests: Juda Tolmasoff, Angel Shew, Barbara Liedtke, Alden Parker, Esq. Staff: William Parker, Greg Redican, Jim Masters, Joyce Irby, Diane Shakoor, Grace Kanomata, Mary Jane Jauco, Jesus Estrada, Shawn Witaschek, Nadia Koenigsberg, Nick Hernandez.
Public Hearing on the 2010-2011 Community Services Block Grant Community Action Plan	The 2010 Community Services Block Grant Community Action Plan (CSBG CAP) was presented for public comments. This is the two-year CSBG Community Action Plan for review, comments, and approval to be submitted to the Department of Community Services and Development for approval.
Public Comment	There being no comments from the board members or the public members present, the public hearing was closed.
Adjourn	The public hearing closed at 6:23 PM.

San Mateo County Times

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COMMUNITY ACTION AGENCY
ATTN: GRACE KANOMATA, 930 BRITTAN
AVENUE,
SAN CARLOS CA 94070

PROOF OF PUBLICATION

FILE NO. 6/18 2010-11 CSBG

In the matter of

The undersigned deposes that he/she is the Public Notice Advertising Clerk of the SAN MATEO COUNTY TIMES, a newspaper of general circulation as defined by Government Code Section 6000, adjudicated as such by the Superior Court of the State of California, County of San Mateo (Order Nos. 85795 on September 21, 1951), which is published and circulated in said county and state daily (Sunday excepted).

The PUBLIC NOTICE

was published in every issue of the SAN MATEO COUNTY TIMES on the following date(s):

6/13/2009

I certify (or declare) under the penalty of perjury that the foregoing is true and correct.

Public Notice Advertising Clerk

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NO. 631
0003179140

P. 1

PUBLIC HEARING ON THE 2010-2011 COMMUNITY SERVICES BLOCK GRANT (CSBG) COMMUNITY ACTION PLAN (CAP)

COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC. (CAASMC), the designated Community Action Agency of San Mateo County, is dedicated to identifying and alleviating the causes and conditions of poverty among low-income persons.

In order to draft the 2010-2011 Community Services Block Grant Community Action Plan document, there will be a public hearing scheduled for the following date:

DATE: Thursday, June 18, 2009

TIME: 6:00 PM

PLACE: COMMUNITY ACTION AGENCY CONFERENCE ROOM
930 BRITTAN AVENUE
SAN CARLOS, CA 94070

The public is cordially invited to attend this public hearing. We will welcome any input prior to finalizing the Community Action Plan document.

For further information, please contact Ms. Diana Shakoor, Manager of Planning/Programs at (650) 595-1342.

San Mateo County
Times, #1179140
June 13, 2009



COMMUNITY ACTION

Bringing Hope Home

May 6, 2009

RE: PUBLIC FORUM NOTICE

The Community Action Agency of San Mateo County, Inc. (Community Action) is in the process of preparing our annual Community Services Block Grant (CSBG) Local Plan for the year 2010 and 2011. To obtain information for this plan, Community Action will be conducting public forums to invite community leaders and residents to address their concerns about the needs in their neighborhood, city or county.

The following is the list of dates and times for our public forums.
Thank you.

May 12, 2009 @ 6-8 p.m.

El Camino Senior Center
33 Arroyo Drive
South San Francisco, CA 94080
650-829-3800

May 13, 2009 @ 3:30-5:30 p.m.

Senior Coastsiders
535 Kelly Avenue
Half Moon Bay, CA 94019
650-726-7470

May 14, 2009 @ 6-8 p.m.

Martin Luther King Center
725 Monte Diablo Avenue
San Mateo, CA 94401
650-522-7470

May 21, 2009 @ 6-8 PM

City of East Palo Alto City Hall
2415 University Avenue
East Palo Alto, CA 94303
650-853-3100

If you have any questions, please contact this office for assistance.
Thank you,

Mary Jane Jauco
Administrative Assistant
Community Action Agency
(650) 595-1342 ext. 11
mj@caasm.org



COMMUNITY ACTION

Bringing Hope Home

March 3, 2009

Dear Community Leader:

My name is William Bradford, President of the Board of Directors of the Community Action Agency of San Mateo County, Inc. Community Action Agency (CAA) provides a number of services to the low-income residents of San Mateo County. We are now preparing our Community Action Plan for 2010 and 2011.

As a leader in your community, you may be aware of the concerns and problems faced by the low-income members of the San Mateo County community. The Board of Directors would sincerely appreciate your input on what you believe to be those issues and any ideas you may have in addressing them.

Your response will assist the Board of Directors in planning programs necessary to provide services to the low-income population of San Mateo County.

After this data has been compiled, the Board of Directors will be conducting a public hearing on the plans that will be submitted to the State of California, Department of Community Services and Development. We will send you notification of the time, date and place of the public hearing.

CAA would appreciate it if you could respond to this letter by March 16, 2009, or contact our staff at: 650-595-1342.

Sincerely,

WILLIAM BRADFORD
President

WB:gk



COMMUNITY ACTION

Bringing Hope Home

March 3, 2009

Dear Colleague:

My name is William Bradford, President of the Board of Directors of the Community Action Agency of San Mateo County, Inc. Community Action Agency (CAA) provides a number of services to the low-income residents of San Mateo County. We are now preparing our Community Action Plan for 2010 and 2011.

As a leader in your community, you may be aware of the concerns and problems faced by the low-income members of the San Mateo County community. The Board of Directors would sincerely appreciate your input on what you believe to be those issues and any ideas you may have in addressing them.

Your response will assist the Board of Directors in planning programs necessary to provide services to the low-income population of San Mateo County.

After this data has been compiled, the Board of Directors will be conducting a public hearing on the plans that will be submitted to the State of California, Department of Community Services and Development. We will send you notification of the time, date and place of the public hearing.

CAA would appreciate it if you could respond to this letter by March 16, 2009, or contact our staff at: 650-595-1342.

Sincerely,

WILLIAM BRADFORD
President

WB:gk

<p style="text-align: center;">Requirement 6 MONITORING AND EVALUATION PLAN</p>

Attach or type a **narrative description** of the specific method(s) of evaluation and monitoring that ensures program and fiscal performance in accordance with the objectives in your Community Action Plan.

The monitoring and evaluation plan shall ensure the following:

1. Data is collected to measure the progress of the agencies goals;

The evaluation process occurs on going throughout each program year and includes agency self assessment, client surveys, community forums, comments received from CAASM's customer base and input from the community at large. This data will be presented to the Board of Directors through the appropriate committee for review and evaluation. Program changes will be made when necessary to improve services. The agency identifies any positive or negative impacts of each program. These impacts will be reflected in CAASM's community action plan and future contracts.

Ensure that reports are prepared and submitted to CSD in accordance with contract requirements.

Monitoring of each program will be accomplished on a monthly basis and in compliance with the Standard of Effectiveness as stipulated in Government Code 12716, et seq. CAASM Board of Directors will review and approve monthly program activity reports and all financial reports. The purpose of this review is to ensure complete and accurate reports are prepared and submitted to State CSD in accordance with contract requirements.

Evaluation:

The policy of the Community Action Agency of San Mateo County, Inc. (CAASM) is to monitor and evaluate all programs and functions for process efficiency, program compliance and the impact on problems addressed. Evaluation should include one or more of the following types:

- a. Program Evaluation – Measures the goal. The Program Evaluation tells you if you accomplished your goals by asking yes or no questions.
- b. Process Evaluation – Evaluates what is going on and whether or not you are operating as planned. It asks the question, "How well did you do what you said you were going to do?"
- c. Impact Evaluation – Asks the question, "What difference did it make and are there any unintended benefits?"

Procedures:

- a. **Planning/Programs Safety Oversight Committee will monitor and evaluate all programmatic reports at their monthly committee meeting and make necessary recommendations to the full Board of Directors.**
- b. **Financial and Personnel Oversight Committee will monitor and evaluate all fiscal reports at their monthly committee meeting and make necessary recommendations to the full Board of Directors.**
- c. **Board Management and Development Committee will monitor and evaluate board composition at their monthly committee meeting and make necessary recommendations to the full Board of Directors.**

COMMUNITY ACTION AGENCY
OF
SAN MATEO COUNTY, INC.

2010 – 2011

COMMUNITY SERVICES BLOCK GRANT

NATIONAL PERFORMANCE INDICATORS REPORT
(CSD 801)

Contractor Name: Community Action Agency of San Mateo County, Inc.
 Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
 Phone Number: 650-595-1342 Ext. Number: 36
 E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 1: Low-income people become more self-sufficient.

NPI 1.1: Employment

Problem Statement: (If additional space is needed, please attach a separate sheet.)

With the high cost of living in San Mateo County, low-income households do not have sufficient income or resources to provide for basic needs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Actively participate as a partner in San Mateo County's PeninsulaWorks Workforce Investment One-Stop System and as a member on the Workforce Investment Board. Provide assistance to low-income people in areas of job referrals, job development for youths, adults, seniors, and income management. Partnership with Center for Employment Training to provide educational services, job training and referral for farmworkers in San Mateo County.

National Performance Indicator 1.1 Employment	1 Number of Participants Projected to be Served for Contract Period (#)	Reporting Period	2 Number of Participants Enrolled in Program(s) in Reporting Period (#)	3 Number of Participants Expected to Achieve Outcome in Reporting Period (#)	4 Number of Participants Achieving Outcome in Reporting Period (#)	5 Percentage Achieving Outcome in Reporting Period (%)
The number and percentage of low-income participants in Community Action employment initiatives who get a job or become self-employed, as measured by one or more of the following:						
A. Unemployed and obtained a job	24	Mid-Year				
		Annual				
B. Employed and maintained a job for a least 90 days		Mid-Year				
		Annual				
C. Employed and obtained an increase in employment income and/or benefits		Mid-Year				
		Annual				
D. Achieved "living wage" employment and/or benefits		Mid-Year				
		Annual				

In the rows below, please include any additional indicators for NPI 1.1 that were not captured above.

		Mid-Year				
		Annual				

Goal 1: Low-income people become more self-sufficient.

NPI 1.2: Employment Supports

Problem Statement: (If additional space is needed, please attach a separate sheet.)

With the high cost of living in San Mateo County, low-income households do not have sufficient income or resources to provide for basic needs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Actively participate as a partner in San Mateo County's PeninsulaWorks Workforce Investment One-Stop System and as a member on the Workforce Investment Board. Participate with Center for Employment Training to provide educational services, job training and referral for farmworkers. Provide assistance to low-income people in areas of job referrals, job development for youth, adults, seniors, and income management, crime prevention, healthy neighborhoods, health issues and emergency food.

National Performance		1		2	3
Employment Supports		Number of Participants Projected to be Served for Contract Period (#)	Reporting Period	Number of Participants Enrolled in Program(s) in Reporting Period (#)	Number of Participants Achieving Outcome in Reporting Period (#)
The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action, as measured by <u>one or more</u> of the following:	A. Obtained skills/competencies required for employment		Mid-Year		
			Annual		
B. Completed ABE/GED and received certificate or diploma			Mid-Year		
			Annual		
C. Completed post-secondary education program and obtained certificate or diploma			Mid-Year		
			Annual		
D. Enrolled children in "before" or "after" school programs			Mid-Year		
			Annual		
E. Obtained care for child or other dependant			Mid-Year		
			Annual		
F. Obtained access to reliable transportation and/or driver's license			Mid-Year		
			Annual		
G. Obtained health care services for themselves or a family member			Mid-Year		
			Annual		
H. Obtained safe and affordable housing in support of employment stability			Mid-Year		
			Annual		
I. Obtained food assistance in support of employment stability			Mid-Year		
			Annual		
J. Obtained non-emergency LIHEAP energy assistance	55		Mid-Year		
			Annual		
K. Obtained non-emergency WX energy assistance	37		Mid-Year		
			Annual		
L. Obtained other non-emergency energy assistance (State/local/private energy programs. Do Not Include LIHEAP or WX)			Mid-Year		
			Annual		

In the rows below, please include any additional indicators for NPI 1.2 that were not captured above.

			Mid-Year		
--	--	--	----------	--	--

		Annual		
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Goal 1: Low-income people become more self-sufficient.

NPI 1.3: Economic Asset Enhancement and Utilization

Problem Statement: (If additional space is needed, please attach a separate sheet.)

DO WE WANT TO DO THIS? QUESTION FROM DIANE SHAKOOR.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 1.3	1		2	3	4	5	6
Economic Asset Enhancement and Utilization The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by <u>one or more</u> of the following:	Number of Participants Projected to be Served for Contract Period (#)	Reporting Period	Number of Participants Enrolled in Program(s) in Reporting Period (#)	Number of Participants Expected to Achieve Outcome in Reporting Period (#)	Number of Participants Achieving Outcome in Reporting Period (#)	Percentage Achieving Outcome in Reporting Period (%)	Aggregated Dollar Amounts (Payments, Credits or Savings) (\$)

A. ENHANCEMENT

1. Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax credit and the expected aggregated dollar amount of credits.		Mid-Year					
		Annual					
2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments.		Mid-Year					
		Annual					
3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.		Mid-Year					
		Annual					

In the rows below, please include any additional indicators for NPI 1.3 that were not captured above.

		Mid-Year						
		Annual						

Goal 1: Low-income people become more self-sufficient.

NPI 1.3: Economic Asset Enhancement and Utilization

National Performance Indicator 1.3 (Continued)	1	Reporting Period	2	3	4	5	6
Economic Asset Enhancement and Utilization	Number of Participants Projected to be Served for Contract Period (#)		Number of Participants Enrolled in Program(s) in Reporting Period (#)	Number of Participants Expected to Achieve Outcome in Reporting Period (#)	Number of Participants Achieving Outcome in Reporting Period (#)	Percentage Achieving Outcome in Reporting Period (%)	Aggregated Dollar Amounts (Payments, Credits or Savings) (\$)
The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by <u>one or more</u> of the following:							

B. UTILIZATION

1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days		Mid-Year					N/A
		Annual					
2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings		Mid-Year					
		Annual					
3. Number and percent of participants who increased their savings through IDA or other savings accounts and the aggregated amount of savings		Mid-Year					
		Annual					

3. Of participants in a community action asset development program (IDA and others):

a. Number and percent capitalizing a small business due to accumulated savings		Mid-Year					
		Annual					
b. Number and percent pursuing post-secondary education due to savings		Mid-Year					
		Annual					
c. Number and percent purchasing a home due to accumulated savings		Mid-Year					
		Annual					
d. Number and percent of participants purchasing other assets with accumulated savings		Mid-Year					
		Annual					

In the rows below, please include any additional indicators for NPI 1.3 that were not captured above.

		Mid-Year					
		Annual					

Contractor Name:	<u>Community Action Agency of San Mateo County, Inc.</u>		
Contact Person and Title:	<u>James I. Masters, Deputy Director of Planning and Programs</u>		
Phone Number:	<u>650-595-1342</u>	Ext. Number:	<u>36</u>
E-mail Address:	<u>jmasters@caasm.org</u>	Fax Number:	<u>650-595-5376</u>

Agency Notes and Clarifications on Goal 1:

Agency's Narratives Goal 1: Low-income people become more self-sufficient.

This space is to record any significant narrative information for national goal 1, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is available to provide an explanation for not meeting or exceeding your projections.

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 Phone Number: 650-595-1342 Ext. Number: -36
 E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 2: The conditions in which low-income people live are improved.

NPI 2.1: Community Improvement and Revitalization

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Low-income households in san Mateo County live in substandard and energy inefficient units due to overcrowding and because owners and landlords do not maintain the property.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Provide outreach, client intake eligibility and referral services, dwelling assessment, lead-safe weatherization services, energy conservation education, combustion appliance safety testing, blower door testing, staff training.

National Performance Community Improvement and Revitalization		1 Number of Projects Projected for Contract Period (#)	Reporting Period	2 Number of Projects or Initiatives (#)	3 Number of Opportunities and/or Community Resources Preserved or Increased (#)
Increase in, or safeguarding of threatened opportunities and community resources or services for low-income people in the community as a result of community action projects/initiatives or advocacy with other public and private agencies, as measured by <u>one or more</u> of the following:					
A. Jobs created, or saved, from reduction or elimination in the community.			Mid-Year		
			Annual		
B. Accessible "living wage" jobs created, or saved, from reduction or elimination in the community.			Mid-Year		
			Annual		
C. Safe and affordable housing units created in the community	15		Mid-Year		
			Annual		
D. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy			Mid-Year		
			Annual		
E. Accessible and affordable health care services/facilities for low-income people created or saved from reduction or elimination.			Mid-Year		
			Annual		
F. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or saved from reduction or elimination.			Mid-Year		
			Annual		
G. Accessible "before school" and "after school" program placement opportunities for low-income families created or saved from reduction or elimination.			Mid-Year		
			Annual		
H. Accessible new, or expanded transportation resources or those that are saved from reduction or elimination, that are available to low-income people, including public or private transportation.			Mid-Year		
			Annual		
I. Accessible or increased educational and training placement opportunities or those that are saved from reduction or elimination, that are available for low income people in the community, including			Mid-Year		
			Annual		

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are available for low-income people in the community, including vocational, literacy and life skill training, ABE/GED, and post-secondary education.		Annual		
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In the rows below, please include any additional indicators for NPI 2.1 that were not captured above.

		Mid-Year		
		Annual		

Goal 2: The conditions in which low-income people live are improved.

NPI 2.2: Community Quality of Life and Assets

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Low-income households in San Mateo County live in unsafe and unhealthy homes due to high cost of repairs for lead paint hazard removal, combustion appliance repairs and replacement, moisture damage and mold remediation.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Provide healthy homes hazard awareness workshops for low-income households with young children to educate them about health hazard identification in their home environment and to increase their knowledge and ability to keep their living environment safe and healthy. Monitor and evaluate program for effectiveness and possible improvements. Attend meetings with Childhood Lead Poisoning Prevention Program and Asthma coalition.

National Performance Indicator 2.2 Community Quality of Life and Assets The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by <u>one or more</u> of the following:	1 Number of Programs Projected for Contract Period (#)	Reporting Period	2 Number of Program Initiatives or Advocacy Efforts (#)	3 Number of Community Assets, Services or Facilities Preserved or Increased (#)
A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets		Mid-Year		
		Annual		
B. Increase in the availability or preservation of community facilities		Mid-Year		
		Annual		
C. Increase in the availability or preservation of community services to improve public health and safety	4	Mid-Year		
		Annual		
D. Increase in the availability or preservation of commercial services within low-income neighborhoods		Mid-Year		
		Annual		
E. Increase or preservation of neighborhood quality-of-life resources		Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 2.2 that were not captured above.

		Mid-Year		
		Annual		

Goal 2: The conditions in which low-income people live are improved.

NPI 2.3: Community Engagement

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance			
Community Engagement		1	2
The number of community members working with Community Action to improve conditions in the community.		Number of Programs Projected for Contract Period (#)	Total contribution by Community (#)
A. Number of community members mobilized by Community Action that participate in community revitalization and anti-poverty initiatives		Mid-Year	
		Annual	
B. Number of volunteer hours donated to the agency (This will be All volunteer hours)		Mid-Year	
		Annual	

Contractor Name: Community Action Agency of San Mateo County, Inc.
Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
Phone Number: 650-595-1342 Ext. Number: 36
E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Agency Notes and Clarifications on Goal 2:

The Conditions in which low-income people live are improved.

This space is to record any significant narrative information for national goal 2, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is available to provide an explanation for not meeting or exceeding your projections.

Contractor Name: Community Action Agency of San Mateo County, Inc.
 Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
 Phone Number: 650-595-1342 Ext. Number: -36
 E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 3: Low-income people own a stake in their community.

NPI 3.1: Community Enhancement Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

In San Mateo County low-income people do not have a sufficient stake in the community. Due to limited funding and specific contract restrictions, no single agency can provide San Mateo County's low-income population with needed services and information.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Partnership with agencies, service providers, corporations, public and private entities to identify and utilize their volunteer base to work with CAA staff to encourage low-income people to have a stake in their community.

National Performance Indicator 3.1		1	2
Community Enhancement Through Maximum Feasible Participation		Total Number of Volunteer Hours Projected #	Total Number of Volunteer Hours #
The number of volunteer hours donated to Community Action			
The total number of volunteer hours donated by low-income individuals to Community Action. (This is ONLY the number of volunteer hours from individuals who are low-income.)		1,200	
			Mid-Year
			Annual
In the rows below, please include any additional indicators for NPI 3.1 that were not captured above.			
			Mid-Year
			Annual

Goal 3: Low-income people own a stake in their community.

NPI 3.2: Community Empowerment Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Low-income residents in San Mateo County do not have sufficient representation on local boards, councils and advisory committees.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Advocate for and encourage low-income representation on local boards, councils and advisory committees.

National Performance Indicator 3.2 Community Empowerment Through Maximum Feasible Participation The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community, as measured by <u>one or more</u> of the following:	1 Number of Participants Projected for Contract Period (#)	Reporting Period	2 Number of Low-Income People Achieved in Reporting Period (#)
A. Number of low-income people participating in formal community organizations, government, boards or councils provide input to decision-making and policy setting through community action efforts	4	Mid-Year	
		Annual	
B. Number of low-income people acquiring businesses in their community as a result of community action assistance		Mid-Year	
		Annual	
C. Number of low-income people purchasing their own homes in their community as a result of community action assistance		Mid-Year	
		Annual	
D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action		Mid-Year	
		Annual	
<i>In the rows below, please include any additional indicators for NPI 3.2 that were not captured above.</i>			
		Mid-Year	
		Annual	

Contractor Name:	<u>Community Action Agency of San Mateo County, Inc.</u>		
Contact Person and Title:	<u>James I. Mast</u>		
Phone Number:	<u>650-595-1342</u>	Ext. Number:	<u>36</u>
E-mail Address:	<u>jmasters@caasm.org</u>	Fax Number:	<u>650-595-5376</u>

Agency Notes and Clarifications on Goal 3:

Low-income people own a stake in their community.

This space is to record any significant narrative information for national goal 3, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is available to provide an explanation for not meeting or exceeding your projections.

Contractor Name: Community Action Agency of San Mateo County, Inc.
 Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
 Phone Number: 650-595-1342 Ext. Number: 36
 E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

NPI 4.1: Expanding Opportunities through Community-Wide Partnerships

Problem Statement: (If additional space is needed, please attach a separate sheet.)

The low-income population in San Mateo County has limited access to available programs due to the absence of a single entity to provide all of the necessary services.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Develop partnerships and collaborations to increase low-income populations' access to available services. Identify gaps in services. Collaborate and network to provide programs to address these gaps in service and to meet the increased demand for services. Participate in partnerships to expand resources and opportunities.

National Performance Indicator 4.1		1	2
Expanding Opportunities Through Community-Wide Partnerships		Number of Partnerships Projected for Contract Period (#)	Number of Organizational Partnerships Achieved in Reporting Period (#)
A. Non-Profit	Mid-Year	45	
	Annual		
B. Faith Based	Mid-Year	15	
	Annual		
C. Local Government	Mid-Year	5	
	Annual		
D. State Government	Mid-Year		
	Annual		
E. Federal Government	Mid-Year		
	Annual		
F. For-Profit Business or Corporation	Mid-Year	10	
	Annual		
G. Consortiums/Collaboration	Mid-Year	10	
	Annual		
H. Housing Consortiums/Collaboration	Mid-Year	7	
	Annual		
I. School Districts	Mid-Year	3	
	Annual		
J. Institutions of post secondary education/training	Mid-Year	5	
	Annual		

K. Financial/Banking Institutions		Mid-Year	
		Annual	
L. Health Service Institutions	2	Mid-Year	
		Annual	
M. State wide associations or collaborations	2	Mid-Year	
		Annual	
The total number of organizations CAAs work with to promote family and community outcomes	104	Mid-Year	
		Annual	

In the rows below, please add other types of partners with which your CAA has formed relationships that were not captured above. Please describe these partnerships in Goal 4 Notes.

		Mid-Year	
		Annual	

Contractor Name:	<u>Community Action Agency of San Mateo County, Inc.</u>		
Contact Person and Title:	<u>James I. Masters, Deputy Director of Planning and Programs</u>		
Phone Number:	<u>650-595-1342</u>	Ext. Number:	<u>36</u>
E-mail Address:	<u>imasters@caasm.org</u>	Fax Number:	<u>650-595-5376</u>

Agency Notes and Clarifications on Goal 4:

Partnerships among supporters and providers of services to low-income people are achieved.

This space is to record any significant narrative information for national goal 4, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is available to provide an explanation for not meeting or exceeding your projections.

Contractor Name: Community Action Agency of San Mateo County, Inc.
 Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
 Phone Number: 650-595-1342 Ext. Number: 36
 E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 5: Agencies increase their capacity to achieve results.

NPI 5.1: Agency Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Due to limited funding and specific contract restrictions, no single agency can provide San Mateo County's low-income population with all services and information.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Develop funding opportunities, administer new and existing programs; provide administrative support to Board of Directors; board and staff training; generate and administer discretionary funds; participate in collaborations to increase agency funding base. Participate on state administrative task forces to secure additional funding through contractual agreements.

National Performance Indicator 5.1			
Agency Development		1	2
The number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following		Number of Partnerships Projected for Contract Period (#)	Resources in Agency (#)
A. Number of C-CAPs			Mid-Year
			Annual
B. Number of ROMA Trainers			Mid-Year
			Annual
C. Number of Family Development Trainers			Mid-Year
			Annual
D. Number of Child Development Trainers			Mid-Year
			Annual
E. Number of staff attending trainings	25		Mid-Year
			Annual
F. Number of board members attending trainings	12		Mid-Year
			Annual
G. Hours of Staff in trainings	800		Mid-Year
			Annual
H. Hours of board members in trainings	192		Mid-Year
			Annual

<input checked="" type="checkbox"/>	Community Action Plan
<input type="checkbox"/>	Contract No. _____
<input type="checkbox"/>	Mid-Year Report (Jan-June)
<input type="checkbox"/>	Annual Report (Jan-Dec)

In the rows below, please include any additional indicators that were not captured above. Please describe these measures in Goal 5 Notes.

		Mid-Year	
		Annual	

<input checked="" type="checkbox"/>	Community Action Plan
<input type="checkbox"/>	Contract No. _____
<input type="checkbox"/>	Mid-Year Report (Jan-Dec)
<input type="checkbox"/>	Annual Report (Jan-Dec)

Contractor Name: Community Action Agency of San Mateo County, Inc.
Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
Phone Number: 650-595-1342 Ext. Number: 36
E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Agency Notes and Clarifications on Goal 5:

Agencies increase their capacity to achieve results.

This space is to record any significant narrative information for national goal 5, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is availabl

Contractor Name: Community Action Agency of San Mateo County, Inc.
Contact Person and Title: James I. Masters, Deputy Director of Planning and Programs
Phone Number: 650-595-1342 Ext. Number: 36
E-mail Address: jmasters@caasm.org Fax Number: 650-595-5376

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.1: Independent Living

Problem Statement: (If additional space is needed, please attach a separate sheet.)

With the high cost of living in San Mateo County, low-income seniors and disabled households do not have sufficient income and family support to provide for their basic needs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Provide stop-gap emergency services, energy bill payments, emergency and holiday food boxes, liquid food supplements, weatherization and housing repairs, information and referral services.

National Performance Indicator 6.1		1	2
Independent Living		Number of Individuals Projected to be Served for Contract Period (#)	Number of Vulnerable Individuals Living Independently (#)
The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:			
A. Senior Citizens (<i>seniors can be reported twice, once under Senior Citizens and again if they are disabled under Individuals with Disabilities, ages 55-over.</i>)	78	Mid-Year	
		Annual	
B. Individuals with Disabilities	78	Mid-Year	
		Annual	
Ages:		Mid-Year	
		Annual	
a. 0-17		Mid-Year	
b. 18-54		Annual	
c. 55-over	78	Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 6.1 that were not captured above.

		Mid-Year	
		Annual	

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.2: Emergency Assistance

Problem Statement: (If additional space is needed, please attach a separate sheet.)

With the high cost of living in San Mateo County, low-income households do not have sufficient income and family support to provide for their basic needs or any additional emergency needs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Provide stop-gap emergency services, energy bill payments, emergency and holiday food boxes, liquid food supplements, weatherization and housing repairs, information and referral services. Provide disaster awareness information, education, materials and supplies to assist low-income households in preparing for potential emergencies and disasters.

National Performance Indicator 6.2 Emergency Assistance The number of low-income individuals served by community action who sought emergency assistance and thenumber of those individuals for whom assistance was provided.	1 Number of Households Projected to be Served for Contract Period (#)	Reporting Period	2	3
			Number of Household Seeking Assistance in Reporting Period (#)	Number of Households Receiving Assistance in Reporting Period (#)
A. Food - Indicate your state's unit of measurement, such as bags, packages, cartons, families, individuals, etc.	2,400	Mid-Year		
		Annual		
B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources	1,850	Mid-Year		
		Annual		
C. Emergency Rent or Mortgage Assistance		Mid-Year		
		Annual		
D. Emergency Car or Home Repair (i.e. structural appliance, heating systems, etc.)	195	Mid-Year		
		Annual		
E. Emergency Temporary Shelter		Mid-Year		
		Annual		
F. Emergency Medical Care		Mid-Year		
		Annual		
G. Emergency Protection from Violence		Mid-Year		
		Annual		

H. Emergency Legal Assistance		Mid-Year		
		Annual		
I. Emergency Transportation		Mid-Year		
		Annual		
J. Emergency Disaster Relief		Mid-Year		
		Annual		
K. Emergency Clothing		Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 6.2 that were not captured above.

		Mid-Year		
		Annual		

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.3: Child and Family Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)

In San Mateo County, Foster Care youth who are "aging-out" of the Foster Care system typically do not have basic life skills or resources to assist them in living independently.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Collaborate with San Mateo County Human Service Agency and Workforce Investment Partners to provide assistance to Foster Care youth in developing life skills. Provide Foster Care youth with safety net services, outreach, intake eligibility and referral services to job training, job placement, health services, and financial planning assistance.

National Performance Indicator 6.3			1	2	3	4	5
Child and Family Development			Number of Participants Projected to be served for Contract Period (#)	Number of participants Enrolled in Program(s) in Reporting Period (#)	Number of Participants Expected to Achieve Outcome in Reporting Period (#)	Number of Participants Achieving Outcome in Reporting Period (#)	Percentage of Participants Achieving Outcome in Reporting Period (%)
The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by <u>one or more</u> of the following:		Reporting Period					
A. INFANTS & CHILDREN							
1. Infants and children obtain age appropriate immunizations, medical and dental care		Mid-Year					
		Annual					
2. Infant and child health and physical development are improved as a result of adequate nutrition		Mid-Year					
		Annual					
3. Children participate in pre-school activities to develop school readiness skills		Mid-Year					
		Annual					
4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade		Mid-Year					
		Annual					

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.3: Child and Family Development

National Performance Indicator 6.3 (continued)		1		2	3	4	5
Child and Family Development		Number of Participants Projected to be served for Contract Period (#)	Reporting Period	Number of participants Enrolled in Program(s) in Reporting Period (#)	Number of Participants Expected to Achieve Outcome in Reporting Period (#)	Number of Participants Achieving Outcome in Reporting Period (#)	Percentage of Participants Achieving Outcome in Reporting Period (%)
The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by <u>one or more</u> of the following:							
B. YOUTH							
1. Youth improve health and physical development		Mid-Year					
		Annual					
2. Youth improve social/emotional development		Mid-Year					
		Annual					
3. Youth avoid risk-taking behavior for a defined period of time	20	Mid-Year					
		Annual					
4. Youth have reduced involvement with criminal justice system		Mid-Year					
		Annual					
5. Youth increase academic, athletic or social skills for school success		Mid-Year					
		Annual					
C. PARENTS AND OTHER ADULTS							
1. Parents and other adults learn and exhibit improved parenting skills		Mid-Year					
		Annual					
2. Parents and other adults learn and exhibit improved family functioning skills		Mid-Year					
		Annual					
In the rows below, please include any additional indicators for NPI 6.3 that were not captured above.							
		Mid-Year					
		Annual					
		Mid-Year					
		Annual					

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive

NPI 6.4: Family Supports

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 6.4 Family Supports (Seniors, Disabled and Caregivers) Low-income people who are unable to work, especially seniors, adults with disabilities, and caregivers, for whom barriers to family stability are reduced or eliminated, as measured by one or more of the following:	1 Number of participants Projected to be Served for Contract Period (#)	Reporting Period	2 Number of participants Enrolled in Program(s) #	3 Number of participants Achieving Outcome in Reporting Period (#)
A. Enrolled children in before or after school programs		Mid-Year		
		Annual		
B. Obtained care for child or other dependent		Mid-Year		
		Annual		
C. Obtained access to reliable transportation and/or driver's license		Mid-Year		
		Annual		
D. Obtained health care services for themselves or family member		Mid-Year		
		Annual		
E. Obtained safe and affordable housing		Mid-Year		
		Annual		
F. Obtained food assistance		Mid-Year		
		Annual		
G. Obtained non-emergency LIHEAP energy assistance		Mid-Year		
		Annual		
H. Obtained non-emergency WX energy assistance		Mid-Year		
		Annual		
I. Obtained other non-emergency energy assistance. (State/local/private energy programs. Do Not Include LIHEAP or WXX		Mid-Year		
		Annual		
<i>In the rows below, please include any additional indicators for NPI 6.4 that were not captured above.</i>				
		Mid-Year		
		Annual		

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive

NPI 6.5: Service Counts

Problem Statement: (If additional space is needed, please attach a separate sheet.)

With the high cost of living in San Mateo County, low-income households do not have sufficient income and family support to provide for their basic needs or any additional emergency needs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

Provide stop-gap emergency services, energy bill payments, emergency and holiday food boxes, liquid food supplements, weatherization and housing repairs, information and referral services. Provide disaster awareness information, education, materials and supplies to assist low-income households in preparing for potential emergencies and disasters.

<div>National Performance</div> <div><u>Indicator 6.5</u></div> <div>Service Counts</div>	1		2
The number of services provided to low-income individuals and/or families, as measured by one or more of the following:	Number of services Projected to be Served for Contract Period	Reporting Period	Number of Services (#)
A. Food Boxes	2,400	Mid-Year	
		Annual	
B. Pounds of Food	35,750	Mid-Year	
		Annual	
C. Units of Clothing		Mid-Year	
		Annual	
D. Rides Provided		Mid-Year	
		Annual	
E. Information and Referral Calls		Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 6.5 that were not captured above.

		Mid-Year	
		Annual	

Contractor Name:	<u>Community Action Agency of San Mateo County, Inc.</u>		
Contact Person and Title:	<u>James I. Masters, Deputy Director of Planning and Programs</u>		
Phone Number:	<u>650-595-1342</u>	Ext. Number:	<u>36</u>
E-mail Address:	<u>jmasters@caasm.org</u>	Fax Number:	<u>650-595-5376</u>

Agency Notes and Clarifications on Goal 6:

Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

This space is to record any significant narrative information for national goal 6, as requested by the *Guide*. We encourage you to provide qualitative information to compliment and augment your statistical outcome data. In addition, this space is available to provide an explanation for not meeting or exceeding your projections.



COMMUNITY ACTION

Bringing Hope Home

Community Action Agency of San Mateo County, Inc.

STRATEGIC PLAN



COMMUNITY ACTION

Bringing Hope Home

2010-2011 COMMUNITY ACTION PLAN

FOR THE

COMMUNITY SERVICES BLOCK GRANT PROGRAM

JUNE 2009

COMMUNITY ACTION AGENCY
OF
SAN MATEO COUNTY, INC.

STRATEGIC PLAN



COMMUNITY ACTION
Bringing Hope Home

Community Action Agency of San Mateo County, Inc.

STRATEGIC PLAN

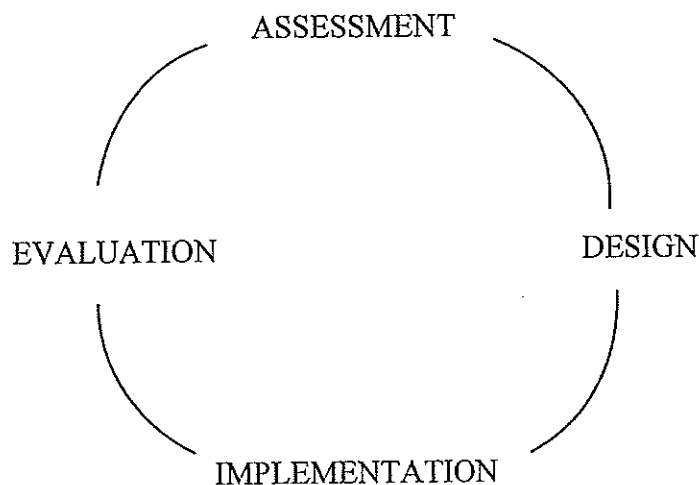
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STRATEGIC PLANNING PROCESS

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OUTLINE FOR STRATEGIC PLANNING PROCESS

- I. VISION: Description of Agency Values
- II. MISSION STATEMENT: Direction the Agency is going to follow
- III. COMPONENT PARTS OF PLANNING
 - A. ASSESSMENT/PROBLEM STATEMENT - PHASE I
 - B. PROGRAM DESIGN/DEVELOPMENT - PHASE II
 - C. IMPLEMENTATION - PHASE III
 - D. EVALUATION - PHASE IV



ASSESSMENT

1. Data Gathering
2. Stating Problems
3. Prioritizing Problem
4. Baseline Data

IMPLEMENTATION

1. Carry Out Activities
2. Monitor Program

PROGRAM DESIGN/DEVELOPMENT

1. Goal Statements
2. Objectives
3. Strategies
4. Activities

EVALUATION

1. Program (Yes/No)
2. Process (How Well?)
3. Impact
(What Difference did it make?)

PHASE I - ASSESSMENT

ASSESSMENT/PROBLEM STATEMENT

- A. Process to gather information on community
 - 1. Public forums
 - 2. Customer questionnaires
 - 3. Survey of service providers
 - 4. Survey potential customers
 - 5. Statistical data
- B. Writing Problem Statement
 - 1. What is the problem?
 - 2. What is the cause?
 - 3. Who is affected?
 - 4. Where are they located?
 - 5. Begin thinking about outcomes
- C. Establishing Priorities
 - 1. Using a Grid
 - a. Headings for Grid
 - 1) Number of people affected
 - 2) Depth of problem - how pervasive?
 - 3) Ability of agency to change or improve problem
 - 4) Length of time needed
 - 5) Amount of money needed
 - 6) Other
- D. Baseline Data
 - 1. Establish what the baseline information and numbers are for programs and projects
 - 2. This is the first step in evaluation

PHASE II- DESIGN

PROGRAM DESIGN/ DEVELOPMENT

- A. Goals yearly/multi-year
 - 1. Quantifiable
 - 2. What will be achieved?
 - 3. Where it will be achieved?
 - 4. Who will benefit?
- B. Objectives
- C. Outcomes identification
- D. Strategies
 - 1. Review various approaches
 - 2. How will resources be utilized?
- E. Identify resources
 - 1. What resources, private or public, to be used to assist in achieving goal?
 - 2. Resources do not have to be money only, staff, supplies, volunteers, equipment.
- F. Establish milestones
 - 1. What will be accomplished by year end?
 - 2. Should be measurable
- G. Activities
 - 1. List and describe activities to achieve goal resolution
 - 2. List in order of accomplishment
- H. Public hearing notice

PHASE III

IMPLEMENTATION

- A. Carry out activities
- B. Monitor programs

- C. Management's use of data (reports)

PHASE IV

EVALUATION

- A. Evaluation process narrative

- B. Types

1. Process Evaluation evaluates "What is going on and whether or not you are operating as planned." "How well did you do your work?"
2. Program Evaluation measures the goal. The program will tell you "Did you accomplish your goal? Yes or No."
3. Impact Evaluation tells you "What difference did it make?" and identifying unintended benefits.

- C. Who will evaluate?

1. Possible Evaluation Team:

- a. Customers
- b. Community leaders
- c. Staff
- d. Board

2. Evaluation Team to formulate questions:

- a. Staff and Board use input from evaluation to enhance planning for future years - THE CYCLE BEING OVER AGAIN.

I. VISION
(Description of the Agency's Values)

As an individual is limited by the scope of his or her dreams, so is an agency limited by its scope of vision.

A vision focuses on the whole and the agency's collaborative efforts. It is a perception of a desired future; it is what an agency wants its community and people to be. The vision is broader than what any one agency can achieve; the agency joins with many others in the pursuit of the vision. It states the ideal place of the agency in the greater community and the role of the community in the agency. In a "learning organization", the vision can be stated by each member and how he or she fits into the vision.

A vision is a broad, pictorial, encompassing, often poetic description of where the organization is headed. It states ideal conditions and values of the organization. It generally encompasses a view greater than your specific organization.

Vision Statement of the Community Action Agency of San Mateo County, Inc.

**By the year 2010 CAA will be a major force in empowering the residents of
San Mateo County to be self-sufficient.**

Revised June 26, 2003.

II. MISSION STATEMENT (Direction the Agency is going to follow)

A. Program Mission

Missions are the basic approaches that will be used to achieve a program's purpose(s). For CAAs, the missions are summarized in the five Standards of Effectiveness taken from statements in the Economic Opportunity Act. These standards are really approaches to achieving a CAA's purpose, that is, strategies for achieving a better focusing of resources on the goal of helping low-income individuals and families become self-sufficient.

1. Strengthening of community capabilities for planning and coordinating federal, state and other assistance related to the elimination of poverty.
2. Better organization and accountability of services related to the needs of the poor in overcoming poverty-related problems.
3. Develop increasingly effective methods of employment available resources and greater use of new types of services and innovative approaches in attacking the causes of poverty.
4. Participation of the residents of the areas and members of the groups served in the development and implementation of all programs and projects.
5. Broadening of the resource base of programs directed to the elimination of poverty creates a more active role for business, labor, and professional groups able to provide employment opportunities that influence the quality and quantity of services and resources.

A good case could be made, from an analysis of these five standards, that a CAA which operates traditional, direct human service projects is not very much in line with the mission for CAAs outlined in the Economic Opportunity Act.

B. Mission of your agency

1. The following is a list for discussion about the mission of your agency:
 - a. Fundamental aims of an organization
 - b. Help to clarify why it exists
 - c. What role it intends to play
 - d. Basic approaches to achieve purposes
 - e. Methods for reducing or eliminating problems

2. Mission Statement serves as a tool for focusing planning goals, priorities, resource allocation, to achieve desired results. Take the time to discuss why and how to develop a Mission Statement.

MISSION STATEMENT (CONT.)

The following are items to consider:

- a. Must discuss about why and how to do it
 - b. Poverty
 - c. Causes
 - d. Effects
 - e. Perception - Opinions
 - f. Why people are poor
 - g. Select "do-able" roles - what you can do and want to do
 - h. What you can do
3. Points to consider:
 - a. Your opinion
 - b. Not a rush job
 - c. Constant review
 - d. All segments of community to be involved
 - e. Mission of other agencies - what are they?
 - f. Controversy/Advocacy
 - g. Delivery system - what are they doing?
 - h. Provide services
 - i. Fix the system vs. help the victims

Mission Statement of the Community Action Agency of San Mateo County, Inc.

**To improve the quality of life for low income residents in communities we
serve.**

Revised February 26, 2008

III. PHASE I

COMPONENT PHASES OF PLANNING

A. Assessment/Problem Statement - **Phase I**

The Assessment/Problem Statement Phase is the data gathering phase that allows the agency to state the problem. The statement of the problem should include who is affected, where they are located, what the problem is, and what is the cause.

The next portion of the assessment phase is to prioritize the problems in the way that is consistent with the agency's mission and ability to provide all resources necessary to resolve problems.

The final portion of the assessment phase is to identify what will be the baseline date for the problems that will be used to establish the goals, objectives, and outcomes in the design phase of planning.

1. **Data gathering: Process to gather information on community**

a. Public forums

Identify locations throughout the county to hold a public forum to gather concerns and identify problems that the community has regarding the low-income residents.

b. **Customer questionnaires**

Those low-income individuals that have received services from the CAA will be queried about the services and how those services were delivered and identified services needed but not provided.

This questionnaire should be in English and any other predominant language of the perspective clients served by the agency.

c. Surveys of service providers

A letter requesting information from those leaders in the community that have knowledge of the concerns and ideas to the solution of the problems affecting the low-income.

See samples of the Community Forum Notices, questionnaires and letter.

THE COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC.

PRESENTS A PUBLIC FORUM

THURSDAY, APRIL --, 2009

2:00 PM - 3:00 PM

THE PUBLIC FORUM WILL BE HELD IN THE TOWN COMMUNITY CENTER

LOCATED AT: 123 MAIN STREET, SAN CARLOS, CA 94070

THE PURPOSE OF THE PUBLIC FORUM IS TO PROVIDE THE GENERAL PUBLIC INFORMATION REGARDING THE COMMUNITY ACTION AGENCY, OUR GOALS AND OBJECTIVES AND THE SOCIAL SERVICE PROGRAMS THE AGENCY CURRENTLY OPERATES. THE MOST IMPORTANT PURPOSE OF THIS PUBLIC FORUM IS TO OBTAIN INFORMATION FROM THE PUBLIC. THE TYPE OF INFORMATION WE NEED FROM THE PUBLIC IS:

TYPES OF SOCIAL SERVICE PROGRAMS

ECONOMIC DEVELOPMENT PROGRAMS

OTHER PROGRAMS/SERVICES NEEDED

THE ABOVE CAN BE A NEED FOR INDIVIDUALS, THEIR FAMILIES OR THEIR COMMUNITY.

THE COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC. (CAA) IS THE STATE AND FEDERAL DESIGNATED ANTI-POVERTY AGENCY FOR SAN MATEO COUNTY. THE CAA CURRENTLY PROVIDES THE FOLLOWING SERVICES TO LOW-INCOME RESIDENTS OF SAN MATEO COUNTY:

WEATHERIZATION SERVICES (HOME INSULATION, APARTMENTS, MOBILE HOMES)

HOME ENERGY ASSISTANCE PROGRAM (HEAP) ASSISTANCE IN PAYING ENERGY UTILITY BILLS (PG&E), PURCHASE OF FIREWOOD OR PROPANE GAS

EMERGENCY FOOD ASSISTANCE

INFORMATION AND REFERRAL SERVICES

HEALTHY HOMES AWARENESS WORKSHOPS

HOUSING PRESERVATION GRANT (HPG)

COUNSELING AND CONSUMER EDUCATION

TRAINING AND TECHNICAL ASSISTANCE

PLEASE ATTEND THE COMMUNITY FORUM AND INFORM CAA STAFF AND AGENCY BOARD MEMBERS OF WHAT IS NEEDED TO ASSIST YOU, YOUR FAMILY AND YOUR COMMUNITY.

SAMPLE LETTER TO CLIENTS SERVED BY CAA:

April 1, 2009

Dear Client:

Each year, the Community Action Agency of San Mateo County, Inc. provides various services to low-income residents of San Mateo County.

You have been a recipient of at least one of the services that we provided during 2008. We would like to have you fill out the brief questionnaire that is attached. It asks questions about the services you have received or the services that you were unable to receive.

If you have any other concerns that you would like to address about problems of low-income people in San Mateo County, please add those as an attachment sheet or on the back of the questionnaire form.

Your assistance in obtaining the requested information is greatly appreciated. Please return completed questionnaire by Friday, May 1, 2009.

Thank you.

Sincerely,

Manager
Planning and Programs

DGS:gk

Enclosure

SAMPLE LETTER TO CLIENTS SERVED BY CAA:

Abril 1, 2009

Querida Cliente(a):

Cada año, la Agencia Action de la Comunidad del Condado de San Mateo, provee servicios a los residentes de bajos ingresos en el Condado de San Mateo.

Usted ha sido uno de los que ha recibido al menos uno, de los servicios que nosotros proporcionamos, durante 2008.

A nosotros nos gustaría que usted llenara este cuestionario que esta adjunto. El encontrará preguntas acerca de que servicios usted ha recibido o que otros servicios usted no ha recibido?

Si usted, tiene otros intereses y le gustaría mencionarnos de otros problemas de gente con bajos ingresos en el Condado de San Mateo, por favor agregue sus comentarios en otra hoja adjunta o al respaldo del cuestionario.

Su asistencia en obtener la información requerida es gratamente apreciada.

Por favor devuelva el cuestionario completado para el día Mayo 1, 2009.

Gracias,

Manager,
Planeación/Programación

Adjunto

COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC.

QUESTIONNAIRE

1. What type of services were you requesting when you contacted the Community Action Agency (CAA)?

2. What services did CAA provide? Check all that apply:

☐ HEAP/PG&E

☐ Holiday Food Box

☐ Weatherization

☐ Food

☐ Ensure Plus/Boost

☐ Housing Preservation Grant (HPG)

3. Did the services provided to you by the CAA free up any of your monthly income to pay other bills or purchase additional items for your family?

☐ Yes

☐ No

Please explain:

4. What type of services have you needed in the past and not received?

Please explain:

THANK YOU.

PLEASE FOLD THIS PAPER IN HALF AND MAIL BACK TO:
CAA, 930 BRITTAN AVENUE, SAN CARLOS, CA 94070

COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC.

CUESTIONARIO

1. Que clase de servicios ha solicitado cuando ha llamado a la agency "Community Action Agency (CAA)"?

2. Que servicios le ha proporcionado CAA? Marcar todo lo aplicable:

<input type="checkbox"/> Electricidad/Gas (PG&E)	<input type="checkbox"/> Emergencia de refugio
<input type="checkbox"/> Impermeabilización/Insolación	<input type="checkbox"/> Comida
<input type="checkbox"/> Ensure Plus/Boost	<input type="checkbox"/> Housing Preservation Grant (HPG)

3. Los servicios que le ha proporcionado a usted su agencia CAA, lo han librado un poco de su ingreso mensual para poder pagar otras deudas o comprar otras cosas para su familia?

☐ Si ☐ No

Por favor explique: _____

4. Que clase de servicios ha necesitado en el pasado y no los ha recibido?

Por favor explique: _____

GRACIAS

POR FAVOR ENVIE ESTA CUESTIONARIO A:
CAA, 930 BRITTAN AVE, SAN CARLOS, CA 94070

SAMPLE OF SURVEY OF SERVICE PROVIDERS

**COMMUNITY ACTION**
Bringing Hope Home

March 3, 2009

Dear Colleague:

My name is William Bradford, President of the Board of Directors of the Community Action Agency of San Mateo County, Inc. Community Action Agency (CAA) provides a number of services to the low-income residents of San Mateo County. We are now preparing our Community Action Plan for 2010 and 2011.

As a leader in your community, you may be aware of the concerns and problems faced by the low-income members of the San Mateo County community. The Board of Directors would sincerely appreciate your input on what you believe to be those issues and any ideas you may have in addressing them.

Your response will assist the Board of Directors in planning programs necessary to provide services to the low-income population of San Mateo County.

After this data has been compiled, the Board of Directors will be conducting a public hearing on the plans that will be submitted to the State of California, Department of Community Services and Development. We will send you notification of the time, date and place of the public hearing.

CAA would appreciate it if you could respond to this letter by March 16, 2009, or contact our staff at: 650-595-1342.

Sincerely,

WILLIAM BRADFORD
President

WB:gk



COMMUNITY ACTION

Bringing Hope Home

March 3, 2009

Dear Community Leader:

My name is William Bradford, President of the Board of Directors of the Community Action Agency of San Mateo County, Inc. Community Action Agency (CAA) provides a number of services to the low-income residents of San Mateo County. We are now preparing our Community Action Plan for 2010 and 2011.

As a leader in your community, you may be aware of the concerns and problems faced by the low-income members of the San Mateo County community. The Board of Directors would sincerely appreciate your input on what you believe to be those issues and any ideas you may have in addressing them.

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After this data has been compiled, the Board of Directors will be conducting a public hearing on the plans that will be submitted to the State of California, Department of Community Services and Development. We will send you notification of the time, date and place of the public hearing.

CAA would appreciate it if you could respond to this letter by March 16, 2009, or contact our staff at: 650-595-1342.

Sincerely,

WILLIAM BRADFORD
President

WB:gk

2. **Stating Problems: Writing a Problem Statement**

Spend some time thinking about what is necessary to clearly state what the problems of the poverty are in your community. The problem statement should contain, at a minimum:

- a. What is the problem?
- b. What is the cause?
- c. Who is affected?
- d. Where are they located?
- e. Begin thinking about outcomes.

It is also at this point that agencies should begin thinking about outcomes.

Verification of the probable causes is an important step that we tend to minimize. Too often we assume causes which then lead us to specific projects which may have been pre-selected. To avoid this pitfall, CAA should verify that the preconceived causes do in fact contribute to the problem. Absolute verification may not always be possible; what we want to do, however, is to minimize the risk of focusing our planning efforts on "false causes".

Verification of cause can be accomplished in a variety of ways. Among them are: (1) conducting sample surveys of the affected population to obtain their opinions as to cause; (2) utilizing information as to cause from other agencies involved in the problem; (3) utilizing other studies and surveys; (4) conducting comparison studies to other "similar" areas that are not experiencing the problem to see what may account for the difference; and (5) utilizing the agency data that has been collected through past efforts.

In summary, the problem statement is the end result of the CAA's analysis of problem input by the poor, problem perception by the board and staff, problem perception by community agencies, and statistical information.

It should be clear and concise; it should identify the real problem, the cause(s) of the problem, the number and characteristics of those affected, and the geographical areas affected.

The problem statement should be clearly drawn from the data and should not be included simply to justify current program(s).

3. **Prioritizing Problems: Establishing Priorities**

Establishing priorities will be difficult and someone on staff, the board, or in the community will be unhappy with the results. A compromise will make everyone happy; however, it will waste resources.

Therefore, the question remains: which problem gets deleted in a meaningful way? This cannot be accomplished until the board develops some standards for the deletion of problems.

To rank or prioritize problems the questions needed to judge the problems must be established before the debate begins or the setting of these priorities will be subjective and at the whim of the person with the most influence.

Some suggestions to assist in qualifying needs might be:

- a. Number of people affected (magnitude)
- b. Depth of problem (severity)
- c. Ability of the agency to positively improve the situation (capability)
- d. Length of time needed
- e. Amount of funds necessary
- f. Political consideration
- g. Probable impact

Finally, a scale must be developed and agreed upon (0 - 5; 1 - 5; 1 - 10) establishing what is the most important concern or need and which is the least.

The board needs to establish this prioritizing system with its scale and considerations before the problems are identified. These should reflect the concerns that board members and community people have on what the problems are in their community.

The areas of concern are:

- a. MONEY
 - 1. How much is needed to resolve problems
 - 2. Ability to secure money
 - 3. Other agencies money toward resolving problems
 - 4. Manageable money problem
 - 5. Is money needed (is it the answer)
- b. RESOURCES
 - 1. Types of resources
 - 2. Ability to secure resources
 - 3. Availability of resources
 - 4. Effectiveness of resources
 - 5. How much needed

c. PEOPLE

1. Number of people affected
2. Groups affected
3. Where located
4. Age

d. OTHER AGENCIES

1. Legislative mandate
2. Service area
3. Other agency plans for county
4. History and track records
5. Resources available
6. Willingness to coordinate and/or network

e. POLITICS

1. Local policy on problem
 - a) County
 - b) Cities
2. Support of local governments toward solving problems with CAA
3. Is it a political problem?

f. AREA

1. Target areas affected already in place
2. Need to establish new target areas
3. Is problem county-wide or local?

g. LENGTH OF TIME

1. To resolve problem

h. ADVOCACY

1. Yes or No

PRIORITIZING PROBLEMS

EXAMPLE OF USING A GRID METHOD

1. List of considerations to be used on each problem.
2. Establish a point system to be applied to each problem.
3. Extra weight to be given on a particular concern of the board.

CONCERNS

Problems	Money	# People	Area	Politics	Length of time	Minority Affected	Other Agency's	Total Resources
Problem 1								
Problem 2								
Problem 3								
Problem 4								
Problem 5								
Etc.								

RANKING

0 = Least

1

2

3

4

5 = Most

Extra weight (x) 3

4. **Baseline Data: Using actual numbers, based on the most appropriate sources.**
 - a. Establish what the baseline information and numbers are for programs and projects.
 - b. This is the first step in evaluation that will allow the agency to measure change.

B. Phase II
Program Design/ Development

1. **Goal Statement: Goals Yearly/Multi-Year**

Goals should clearly reflect what the agency intends to achieve over a yearly or multi-year time frame. Goals should have the following characteristics:

- a. Be quantifiable
- b. What will be achieved?
- c. Where will it be achieved?
- d. Who will benefit?

2. **Establish Objectives**

Objectives are more specific, concrete, and measurable than goals. They represent steps, increments, or milestones on the road to reaching goals.

Objectives should be clear and concise: they should be specific, measurable and attainable. Ideally, they should also include both a time and cost factor. Although they should be realistic and attainable, objectives should be a challenge. Thus, they should contain a "stretch" factor. They describe a series of effects that must happen if program is to achieve its goals.

There are many types of objectives, which will appear at various levels of a grantee's work program. They are the results that occur when strategies are executed.

3. **Outcome Identification**

Outcomes are expected results from attaining goals.

4. **Develop Strategies**

- a. Review various approaches

- b. How will results be utilized?

5. Identify Resources

- a. What resources, private or public, to be used to assist in achieving goal?
- b. Resources do not have to be money only; staff, supplies, volunteers and equipment are other resources.

6. Establish milestones

- a. What will be accomplished by year end?
- b. Should be measurable in a specific period of time (defined by agency)

7. Activities

- a. List and describe activities to achieve goal resolution
- b. List in order of accomplishment

8. Public Hearing Notice

See sample of a public hearing notice.

**PUBLIC HEARING ON THE 2010 - 2011
COMMUNITY SERVICES BLOCK GRANT (CSBG)
COMMUNITY ACTION PLAN (CAP)**

COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC. (CAASMC), the designated Community Action Agency for San Mateo County, is dedicated to identifying and alleviating the causes and conditions of poverty among low-income persons.

In order to draft the 2010 – 2011 Community Services Block Grant Community Action Plan document, there will be a public hearing scheduled for the following date:

DATE: THURSDAY, JUNE 18, 2009
TIME: 6:00 PM
PLACE: COMMUNITY ACTION AGENCY
CONFERENCE ROOM
930 BRITTAN AVENUE
SAN CARLOS, CA 94070

The public is cordially invited to attend this public hearing. We will welcome any input prior to finalizing the Community Action Plan document.

For further information, please contact Diane Shakoar, Manager, at (650) 595-1342.

**AUDIENCIA PUBLIC
ANO 2010 - 2011
COMMUNITY SERVICES BLOCK GRANT (CSBG)
COMMUNITY ACTION PLAN (CAP)**

La Agencia Action de la Comunidad del Condado de San Mateo, la designada agencia action para la comunidad de Condado de San Mateo, es dedicada e identificada para aliviar las causas y la condiciones de pobreza causada por los bajos ingresos económicos.

Para preparar el Plan de Fondos para el ano 2010 – 2011, "Community Services Block Grant", estamos preparando tener una audiencia publica que tendrá lugar en la fecha y sitio:

Jueves, Junio 18, 2009

6:00 PM

Community Action Agency
Salón de Conferencia
930 Brittan Avenue
San Carlos, CA 94070

El publico esta cordialmente invitado a atender esta audiencia. Nosotros acogeremos cualquier sugerencia y opinión con anterioridad a la finalización del documento del plan de action de la comunidad.

Para mas información, por favor llamar a Sra. Diane Shakoar, Coordinador al teléfono (650) 595-1342. Gracias.

C. Phase III

Implementation

1. Carry-out activities; work plan progress report
2. All other reports that is required from other funding sources
3. Monitoring programs
4. Periodic performance measures
5. Management use of data (reports)

D. Phase IV

Evaluation

1. Evaluation process narrative

The evaluation narrative should be an integral part of the strategic planning process with a separate narrative to describe how the evaluation will be accomplished. A well-developed evaluation process can help a CAA evaluate its success using three (3) types of evaluations: Program, Process and Impact Evaluation. This allows the CAA to seek if it has attained the purposes of its programs and projects as established by the board of directors.

By carrying out the evaluation, the agency is able to assess the value and purpose of its programs and make administrative and programmatic adjustments for succeeding years.

The methodology, structure, and use of the results are of prime importance to the policy makers and administrators of the agency.

2. Evaluation should include one or more of the following types:
 - a. **Program Evaluation - measures the goal. The Program Evaluation tells if you accomplished your goals by asking "yes or no" questions.**
 - b. **Process Evaluation - evaluates what is going on and whether or not you are operating as planned. It asks the question, "How well did you do what you said you were going to do?"**
 - c. **Impact Evaluation - asks the question, "What difference did it make and are there any unintended benefits?"**

This produces a self evaluation of the agency's programs and projects which gives insight into the agency's strengths, weaknesses, and accomplishments and failures. Thus, the Board of Directors is able to make informed decisions about future direction for the agency on the basis of the evaluation and community needs assessment. In program self-evaluation we are interested in assessing program impact - the effects of the CAA on the community it serves. Therefore, the questions asked should relate to changes in the community affected by the CAA.

This may sound like a simple statement, but it's deceptive. There are two critical components: (1) changes in the community and (2) effected by the CAA. All the rest of the discussion of evaluation methods is aimed at these two points. Impact depends on change. And impact of CAAs must be casually related to something the CAA is doing to change conditions of poverty. The questions asked must be designed to establish that something was changed by the CAA and the change had some relation to poor people.

3. Who will Evaluate?

- a. Who will identify team members to evaluate program? Possible evaluation team members to be selected by the Board of Directors will be:

- 1. Client involvement
- 2. Community leaders
- 3. Staff
- 4. Board

This list may be modified to include anyone else the Board of Directors feels would be an asset to the evaluation team.

How will the evaluation findings be fed back into the strategic planning process to: (1) adjust the needs analysis; (2) redefine problems; (3) reassess the practicality of goals, the impact of strategies and the actual utilization of projects in the community? (E.g. If the service is not needed, it will not be utilized by many people; people may not be interested in self-help projects, etc.)

Administrative staff and board members use the results of the evaluation to input the findings back into strategic planning process, at the assessment phase and thereby begin the cycle all over again.

- b. The Evaluation Team will formulate questions according to the type of evaluation being asked to complete.

Sometimes there will be other kinds of objectives required for different kinds of projects. For example, a continuing activity of

"having homes weatherized" could go on for years and thus does

not have an end event that can be used as an objective. As a continuous process, this activity is having a continuous effect or result: "homes successfully weatherized." One would then use these effects or results as an objective. For example, "to produce 25 successfully weatherized homes per month." In this instance the objective does not occur with the termination of an activity (except that the activity of a specific worker on that specific house) but is an effect, output, spin off of the activity. Thus, the effect is separate from the activity.

It might also be noted that objectives often measure "accrual" of goal achievement. This is, if one totals the output units for 48 months, one achieves the goal or some portion of the goal.

See the following example of an Evaluation Policy and Procedures.

EXAMPLE OF AN EVALUATION POLICY AND PROCEDURES

Policy

The policy of the Community Action Agency of San Mateo County, Inc. is to annually evaluate the programs and functions for process efficiency, program compliance and impact on problem addressed. This evaluation shall be performed by a team consisting of Board, staff, and members of public at large including at least one individual eligible for and/or in receipt of CAA services. The findings of the Evaluation Team will be presented to the Board at the December meeting of the CAA Board.

Monitoring will be done on a monthly basis. The CAA monitoring process will develop monitoring forms for each component part of the program to ensure that data is collected to help carry out the evaluation.

Procedures

1. Evaluation Team selection: At the June Board meeting, the President of the CAA Board shall appoint to the Evaluation Team:
 - a. Two members of the CAA Board;
 - b. The Executive Director; and
 - c. Two members of the public, including at least one person eligible for or receiving CAA services.
2. Selection of programs or functions to be evaluated:
 - a. The Board shall select the CAA programs to be evaluated.
 - b. The Executive Director shall notify the program managers in charge of the selections.
3. Evaluation:
 - a. Process

The Team shall interview employees, observe activities, and consult with the program manager regarding the day-to-day activities in carrying out the intent of the selected program. The Team will interview a sampling of clients using open-ended questions to assess the effectiveness of the program.

The Team shall meet at least once with the program manager for orientation and selection of a team leader prior to conducting the evaluation.

The Team shall convene at least once after the evaluation to complete Part V,
Summary of Findings.

COMMUNITY ACTION AGENCY OF SAN MATEO COUNTY, INC.

EVALUATION

PART I

PROJECT IDENTIFICATION

1. Program to be Evaluated:

Program Name: _____

Program Manager: _____ Phone: _____

2. Program Mission or Purpose:

3. Principle Offices:

4. Funding:

Amount: \$ _____

Cycle: _____

Source: _____

5. Evaluation Team:

Board: _____

Board: _____

Public: _____

Public: _____

Staff: _____

PART II

PROGRAM EVALUATION

To the Evaluator:

The Program Evaluation compares agency achievements with agency goals and objectives. This evaluation will tell us **if** we are doing what we had planned to do. It does **not** tell us the quality of our systems or if our goals and objectives are appropriate to the agency's mission.

This is an evaluation of the agency, not of the individuals. The intent is to provide information for providing the agency's work. Employees should be reassured that they personally are not being evaluated.

Staff has listed the goals and objectives of the program to be evaluated on the attached worksheets. Through observation and review, please establish the extent to which CAA is achieving its goals.

PART II
PROGRAM EVALUATION
PAGE 2

Program Evaluation

State Agency Goal/Objectives: _____

1. Records review:

- a. Records complete and up to date? _____ Yes _____ No
- b. Do records show performance at planned level? _____ Yes _____ No

Explain: _____

2. Observation:

- a. Do your observations indicate that the agency is meeting or will meet its goals at the present rate of performance?

_____ Yes _____ No

Comments: _____

3. Interviews:

- a. Does the program manager expect to meet goals? _____ Yes _____ No

Comments: _____

- b. Do line staff expect to meet goals? _____ Yes _____ No

Comments: _____

PART II
PROGRAM EVALUATION
PAGE 3

4. Evaluator's Comments: _____

PART III PROCESS EVALUATION

To the Evaluator:

The process evaluation component seeks only to determine the efficiency with which CAA performs an approved budget. It does not measure goal achievement or appropriateness of the goal. The process evaluation answers the questions:

1. Are workers performing efficiently?
2. Are clients served quickly and courteously?
3. Can available resources be used more effectively?

This is an evaluation of the agency, again, not that of the individuals. The intent is to determine how to improve our performance. Employees should be reassured that they personally are not being evaluated, and should be encouraged to speak freely to the interviewer, with the understanding that the report will be made public.

The attached worksheets serve as guidelines. Please assure that each question is answered, but note additional information for overall policy planning and program improvement.

Program Manager Interview:

1. Please explain your program:
 - a. What are the goals/purpose?
 - b. How are services delivered?

Rate Program Manager's knowledge: 1 (poor) through 5 (excellent)

- a. Knows goals and objectives _____
- b. Knows delivery system _____
- c. Understands relationship of this program
to other service available _____
- d. Expresses optimism and support _____
2. Do you feel your employees are fully qualified? (If not, what do they need?)
3. Tell me if there are ways you could improve your program.

PART III
PROCESS EVALUATION
PAGE 2

4. Do you feel you can implement these improvements?

5. Are there ways the Director or the Board could help you make program improvements?

Worker Observation:

Scale 1 - 5

Scale: 1 = Completely inadequate
2 = Inadequate to optimum performance
3 = Acceptable
4 = Very good
5 = Exceptionally good

1. Does worker appear:

Knowledgeable	_____
Contented	_____
Effective	_____

2. Working conditions:

Adequate space	_____
Tools (phone, desk, supplies, etc.)	_____
Comfort (lighting, air conditioning, etc.)	_____

3. Supervision:

Supervisor knows employee's job	_____
Supervisor spends sufficient time with employee	_____
Apparent quality of supervision	_____
Does supervisor provide training when necessary?	_____

PART III
PROCESS EVALUATION
PAGE 3

Worker Interview:

1. Briefly explain your job duties (compare to job description).
_____ Knows job description _____ Does not know
2. Was the job explained completely to employee by supervisor?
3. Were the goals to evaluate employee performance explained to employee?
4. Do assigned duties meet with project activities per plan? (Do you often have to take on different or extra tasks to meet your assignments?)
5. Do your working conditions permit efficient and effective performance?
6. Do you know the goals or purpose of your program?
7. Do you have any suggestions for improving the program?
8. Worker's comments:
9. Evaluator's comments:

PART III
PROCESS EVALUATION
PAGE 4

Client Observation:

Scale 1 - 5

1. Per knowledge:
 - Clients appear to know of available service _____
2. Client treatment:
 - Courtesy _____
 - Information is effectively given to clients _____
 - Clients made comfortable while waiting _____
 - Clients' needs, anxieties respected _____
3. Service:
 - Worker/Client relations _____
 - Adequacy of service _____
4. Comments: _____

Client Interview:

1. How did you find out about CAA services? (Service referral, friend, publicity, etc.)
2. Have you used CAA services before?
3. Do you feel you were treated well by the agency's employees?

PART III
PROCESS EVALUATION
PAGE 5

Client Interview (continued)

4. What type of assistance did you expect when you came to CAA?

5. Did CAA offer you the services you requested?

6. Did CAA make you aware of other services available
 - a. through CAA?
 - b. through other agencies?

7. Please rate your satisfaction with your experience with CAA (Client's own words).

8. Do you have any suggestions on how we can improve our services?

Process Records:

1. Were records complete and up to date?

Fiscal ☐ Yes ☐ No

Program ☐ Yes ☐ No

Comments: _____

PART III
PROCESS EVALUATION
PAGE 6

Process Records (continued)

2. Were records easy to follow and meaningful?

Comments: _____

3. Specific problems and findings.

a. _____

b. _____

c. _____

Observer's Summary of Findings (process)

1. Do staff know their program and their job?
Do they know where they fit in the system?
Do they appear dedicated to the purposes of the agency?
2. Do the clients appear to benefit from CAA services?
Are they treated courteously and professionally?
3. Areas where agency performs well.

4. Areas needing improvement.
5. Briefly describe your overall impression of how well the agency is performing its approved activities.

PART IV
IMPACT EVALUATION

To the Evaluator:

The impact evaluation component will only determine if the program is accomplishing its intended purpose. It does not measure goal achievement or process. The impact evaluation answers the following questions:

1. Does the program impact an identified need?
2. Has there been a visible or measurable improvement in the lives of those served?
3. Has the program done what it was intended to do?
4. What are the unintended benefits?

This is an evaluation of the agency, not of the individuals. The intent is to determine how to improve our performance. Employees should be reassured that they personally are not being evaluated.

For this section of the evaluation, employees and clients should be encouraged to speak freely with the understanding that this will be public document.

PART IV
IMPACT EVALUATION
PAGE 2

CLIENT INTERVIEW

Program Name: _____

Service Provided: _____

1. How did you hear about the program?

2. What services did you request?

3. What services did you receive?

_____ As requested _____ Different

If different, please explain what happened.

4. Did CAA's services make a noticeable difference in your situation?

Explain: _____

5. Are you generally satisfied with CAA's services to you?

_____ Yes _____ No

Explain: _____

PART IV
IMPACT EVALUATION
PAGE 3

Client Interview (continued)

6. Can you offer suggestions on how CAA could have better met your needs?

7. Do you have any other suggestions or comments regarding CAA?

PART IV
IMPACT EVALUATION
PAGE 4

Lateral Source Interview Form:

Name of Lateral Agency: _____

Name and Title of representative: _____

CAA Program Name: _____

1. Briefly describe your expectations of the CAA program.

2. Have any of your clients received CAA services under this program?

_____ Yes _____ No

3. Do you feel the program is important to the low-income population?

_____ Yes _____ Somewhat _____ No

Comments: _____

4. How could this program better serve the needs of the client population?

Comments: _____

PART IV
IMPACT EVALUATION
PAGE 5

Observer's Summary (Impact):

1. Client perceptions:

- a. Is this program seen as beneficial by the clients?

_____ Yes

_____ Somewhat

_____ No

- b. Were clients generally satisfied?

_____ Yes

_____ Somewhat

_____ No

Comments: _____

- c. Did clients note life situation improvement?

Explain: _____

2. Provider Perceptions:

- a. Do other service providers generally see this program as beneficial?

Explain: _____

- b. Were there suggestions for change/improvements?

Explain: _____

3. Evaluator's Comments: _____

PART V
SUMMARY OF FINDINGS

1. Process: _____

2. Program: _____

3. Impact: _____

4. Overall: _____

